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The Regional Distribution of Space in Merchandise Warehouses

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THE accompanying facts were gathered as part of a series of studies of the public storage industry, the particular purpose of these studies being to get some knowledge of the economics of warehousing in the scheme of central market distribution.

In this article an attempt is made to sketch the regional distribution of the industry and to consider briefly its relation to population. The data upon which these studies are based were gathered in 1927 prior to inauguration, by the Department of Commerce last January, of publication of monthly merchandise warehouse space occupancy and tonnage figures.

While 59 per cent of the total space herewith reported is operated by members of the American Warehousemen's Association, it is not known what part of this or of the total space was operated as public merchandise space. In the Department of Commerce report for March, 1928, approximately two-thirds of the total space is operated as public merchandise space. The same ratio might well be applied to the figures as given here.

At points outside the large distributing centers, and to some degree within these centers, the merchandise warehouse operates as a "merchandise and household goods" business. Such businesses have been excluded from con-

sideration in this paper except when the amount of space operated for merchandise purposes was segregated.

It is also a growing practice for merchandise warehousemen to lease their space to tenants on long term leases (five to seven years) on a fixed rental per square foot. Such space may be privately operated for storage purposes or for light manufacturing or assembling. In any event it ceases to be operated as public merchandise warehouse space. Only in the case of Chicago has it been possible to segregate this rental space.

The principal source of information for the accompanying table [on page 8]—Distribution of Public Merchandise Warehouse Space in the United States by States and Geographical Divisions, 1927—is the amount of space operated by the members of the merchandise division of the American Warehousemen's Association, as of 1926. These space figures are supplemented and corrected by data obtained in 1927 from the American Chain of Warehouses, Chambers of Commerce, State Warehousemen's Associations, and *Distribution and Warehousing*. Where the amount of space for a given State is greater than that given by the American Warehousemen's Association list alone, the larger figure is used.

THE importance of the Middle Atlantic and East North Central States is immediately apparent. New York occupies a dominant position mainly because of the extensive vol-

ume of foreign commerce moving through the Port of New York, where more than 20,000,000 of the 22,000,000 feet in the State are located. What the Port is for foreign com-

merce, Chicago is for domestic distribution, this city having 8,500,000 of the 9,500,000 feet in Illinois. The Pacific Coast States and West North Central group are areas of secondary

Distribution of Public Merchandise Warehouse Space in the United States by States and Geographical Divisions, 1927¹

	Space ² Sq. Ft.	Per Cent Total Space by Sections	Per Cent Total Population by Sections	Per Cent Total Urban Population by Sections	Amount of Space in Sq. Ft. per 1000 People
United States	75,659,949	100.0	100.0	...	633
New England	4,052,651	5.4	6.8	10.8	501
Maine	139,766	177
New Hampshire	60,000	170
Massachusetts	3,601,931	858
Rhode Island	52,917	76
Connecticut	198,037	123
Middle Atlantic	29,382,391	39.0	21.0	30.7	1,194
New York	22,190,118	1,962
New Jersey	500,963	136
Pennsylvania	6,691,310	696
East North Central	16,147,410	21.4	20.6	24.0	664
Ohio	1,981,710	300
Indiana	464,218	148
Illinois	9,473,905	1,315
Michigan	2,917,400	633
Wisconsin	1,309,368	162
West North Central	8,236,842	11.0	11.1	8.7	628
Minnesota	2,062,897	778
Iowa	721,297	297
Missouri	2,553,406	729
North Dakota	38,650	56
South Dakota	1,154,056	833
Nebraska	1,706,536	937
Kansas
South Atlantic	4,450,101	5.9	13.4	8.0	283
Delaware
Maryland	1,798,078	1,136
District of Columbia	146,640	277
Virginia	463,140	183
North Carolina	288,600	172
South Carolina	331,100	116
Georgia	133,488	73
Florida	926,205	294
Alabama	362,850	275
Mississippi
East South Central	1,811,115	2.1	7.9	3.6	194
Kentucky	431,915	171
Tennessee	846,700	343
Alabama	487,500	193
Mississippi	45,000	25
West South Central	3,616,473	4.6	9.8	5.6	206
Arkansas	110,000	57
Louisiana	785,285	409
Oklahoma	164,125	70
Texas	2,557,063	481
Mountain	549,130	.9	3.7	2.2	140
Montana
Idaho
Wyoming	336,000	317
Colorado	19,430	50
New Mexico	40,500	91
Arizona	153,200	300
Utah
Nevada
Pacific	7,202,036	9.7	5.7	6.4	1,070
Washington	598,536	389
Oregon	368,500	420
California	6,335,000	1,467

¹ Population data are mid-year estimates for 1926 taken from the Statistical Abstract, 1925, p. 59.

² All space figures given in this and following tables are gross space estimates.

importance. The remaining groups seem of slight consequence on a percentage basis.

A distribution of space according to total population raises the relative importance of the Pacific Coast group above what it is on a direct percentage distribution basis. While there is little evidence that space distributes itself according to population by individual States, there is some indication of such a correlation in the case of the New England, East North

Central and West North Central States as groups.

When urban population alone is considered, the relation between space and population is closer than for total population in all groups except the New England and East and West North Central States. If the North Central States are taken as a single group there is a close relation between amounts of urban population and amounts of merchandise warehouse space. This relation holds to

The Maps on the Opposite Page

THE map at the top indicates the number of square feet of merchandise warehouse space per 1000 population. In New York State, for instance, the area is 1750 to 2000 square feet for every thousand people; in Illinois and California, 1250 to 1500 square feet.

The map at the bottom gives an indication of the important rate-breaking points. It is at these points that the space is largely concentrated, as comparison with the map at the top shows.

a less degree for the Middle Atlantic, South Atlantic, East and West South Central States.

In the upper map on page 9 three points of concentration are quite clear: New York, Illinois, California. Secondary concentrations appear in Maryland, Massachusetts, Minnesota, Nebraska, and Kansas.

In general, the controlling points for distribution through these warehouses are the east and west coasts with a central point on a north and south line extending from Minnesota to Missouri, Illinois being the center of gravity on this line.

In more detail, it is clear that New York dominates the eastern seaboard, and Massachusetts is the distributing center for New England with some foreign trade; while Maryland, represented wholly by the city of Baltimore, is a gateway to the South Atlantic and East South Central States. Baltimore also enjoys a respectable amount of foreign commerce.

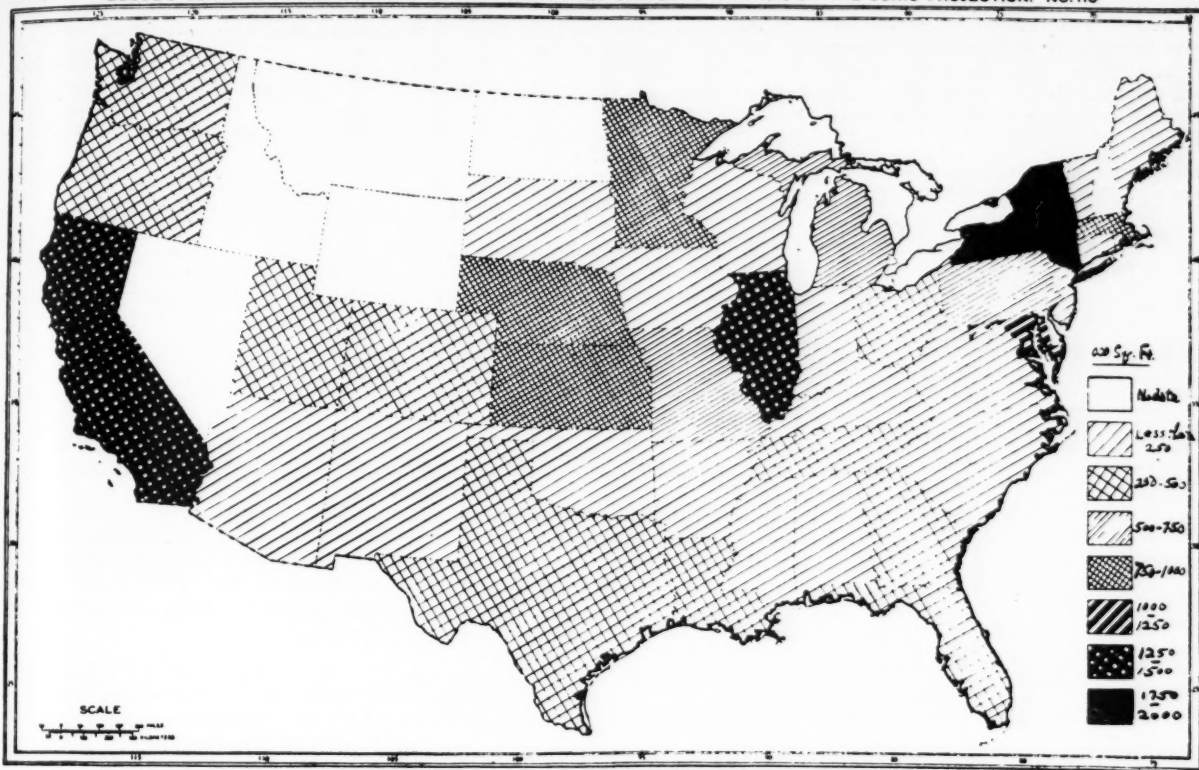
On the Pacific Coast, Los Angeles and San Francisco share the honors. The "Twin Cities" form the gateway to the northwestern States, Kansas City to the southwestern. Omaha gives Nebraska importance in the "corn belt" States west of the Mississippi River.

(Concluded on page 10)

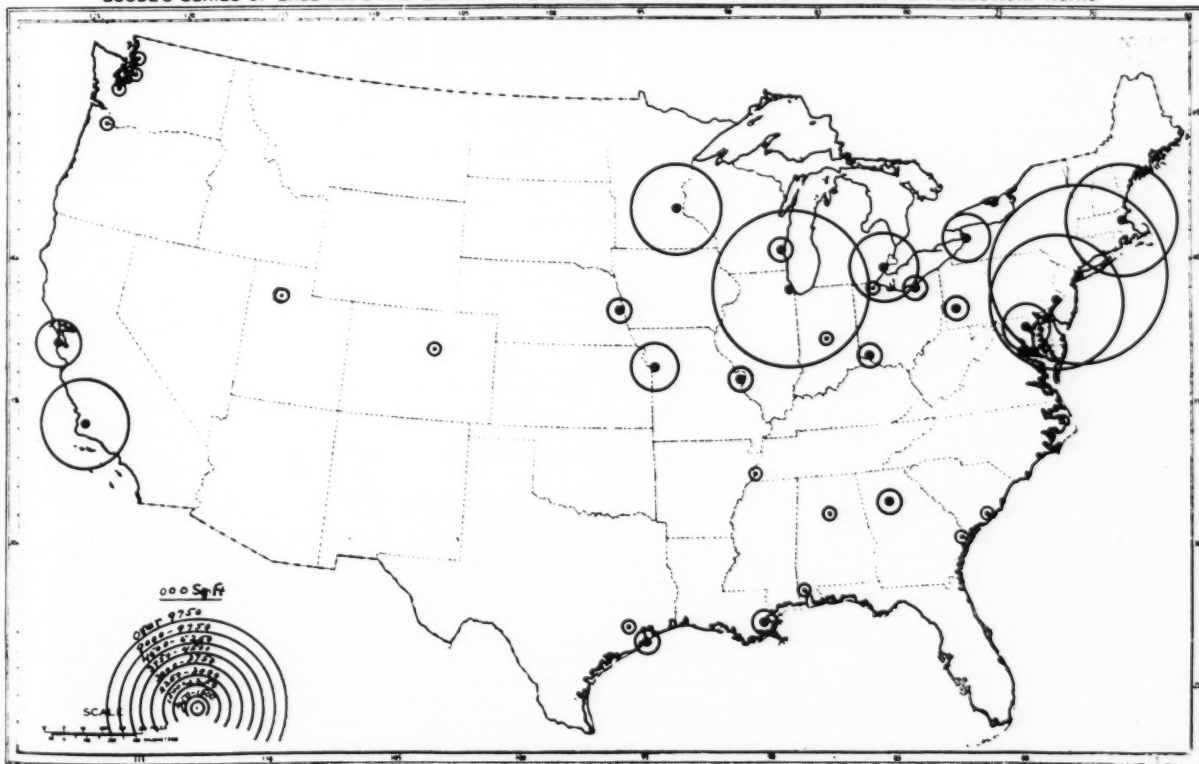
EXECUTIVES who attended the 1928 convention of the American Warehousemen's Association at French Lick, Ind., will recall that Professor Duddy addressed one of the sessions of the merchandise division on the subject of his studies of terminal marketing in relation to merchandise warehousing.

It is at the request of *Distribution and Warehousing* that the accompanying article has been prepared by this recognized marketing authority.

GOODE'S SERIES OF BASE MAPS AND GRAPHS. THE UNITED STATES OF AMERICA, ON THE CONIC PROJECTION. NO. 110



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For reference to above maps see top of final column on opposite page and also the accompanying text

(Concluded from page 8)

When a distribution of space by cities is made, it is found that ninety per cent of the total space for which data are available is in the following twenty-seven cities with population of 100,000 and more in 1920:

Distribution of Merchandise Warehouse Space by Cities of 100,000 Population and Over, 1927			Ranking by Population, 1920	
	Sq. Ft.		1920	
1. New York	20,274,218	1		
2. Chicago	8,685,970	2		
3. Philadelphia	5,594,710	3		
4. Boston	3,754,712	8		
5. Los Angeles	3,420,149	10		
6. Minneapolis-St. Paul	3,245,000	5		
7. Detroit	2,917,400	4		
8. San Francisco	2,059,823	13		
9. Buffalo	1,915,900	12		
10. Baltimore	1,798,078	8		
11. Kansas City (Mo.)	1,706,536	18		
12. Galveston	1,160,834	..		
13. Cincinnati	1,150,000	17		
14. Pittsburgh	1,096,600	11		
15. Milwaukee	1,096,000	14		
16. Omaha	871,892	..		
17. Atlanta	855,000	..		
18. New Orleans	848,900	..		
19. St. Louis	846,870	7		
20. Cleveland	757,710	6		
21. Memphis	515,000	..		
22. Seattle	646,722	19		
23. Denver	321,000	..		
24. Indianapolis	361,256	20		
25. Houston	125,000	..		
26. Birmingham	119,000	..		
27. Toledo	44,000	..		

¹ Space data for these cities is drawn from the membership list of the A. W. A.; "Distribution and Warehousing" for January, 1927; and from private correspondence with chambers of commerce and port authorities.

The ranking of these cities according to population shows that of the first ten in warehouse space, eight are among the first ten in population.

The lower map on page 9 indicates that these points where space is concentrated are important as rate breaking points. This would apply to all the ports and to Chicago, Minneapolis, Missouri River points, St. Louis, and Memphis. With Detroit and Cleveland the case is not so clear. Baltimore and Atlanta are bases in the southeastern rate system.

A certain bias is given to this picture of territorial distribution by the fact that in the larger cities the warehousing industry is more highly specialized. Outside of larger cities the merchandise warehouse frequently combines the storage of household goods, sometimes cold storage, with its merchandise business. In most cases it is impossible to tell what portion of the space is used exclusively for general merchandise and the space of such companies is not included. This may do an injustice to those sections in which large cities are not numerous.

The difficulty may be illustrated by the situation in Illinois, for which fairly complete figures are available. In the State outside of Chicago there is an indicated total of 2,503,342 square feet of space, including "merchandise and household goods" companies in the merchandise classification. Of this total, 1,765,173 square

Comparison of Markets and Ports in Merchandise Warehouse Space—1922, 1926-7

City	1922 a		1926-7	
	Number of Companies	Space, Sq. Ft.	Number of Companies	Space, Sq. Ft.
Boston	11	2,671,360	20	3,754,712 b
Chicago	40	8,294,515	39	8,685,970 b
Cleveland	8	884,000	12	757,710 b
Denver	1	105,000	1	321,000 i
Detroit	11	1,215,750	15	2,917,400 b
Kansas City (Mo.)	8	1,304,000	12	1,706,536 b
Los Angeles	9	1,150,000	33	3,420,149 d
Minneapolis-St. Paul	13	3,011,900	11	3,245,000 b
Omaha	4	507,500	8	871,892 g
Philadelphia	10	3,001,000	15	5,594,710 b
Port of New York	627 j	21,051,202 e	268	20,274,218 f
San Francisco	9	1,955,500	..	2,500,000 c

- a. All data of 1922 from 1922 Directory of "Distribution and Warehousing," except Port of New York.
b. 1927 Directory of "Distribution and Warehousing."
c. California Warehousemen's Association.
d. Chamber of Commerce, Los Angeles.
e. New York and New Jersey Port Commission, 1918.
f. Merchants Association of New York.
g. Questionnaire.
h. Questionnaire.
i. American Warehousemen's Association.
j. 1918.

feet, or 70 per cent, belong in the "merchandise and household goods" class.

In the city of Chicago, on the other hand, there is a total of 9,420,241 square feet, including "merchandise and household goods" companies. Of this total only 734,271 square feet, or 7.7 per cent, belong in the "merchandise and household goods" class.

There is little evidence obtainable of the trend of growth in merchandise warehouse space either by cities or by sections of the country.

There Is Advertising Value in Painting Boxes

THERE is a certain amount of advertising value in the packing boxes that the warehouse and transfer company loans moving customers, provided the firm makes a point to cultivate the inherent publicity propensities, according to officers of the Wandell & Lowe Transfer & Storage Co., Colorado Springs, Colo.

This firm not only loans customers the boxes, but makes them attractive by painting them neatly in green and lettering the firm's name in red. Until they were painted they were merely boxes; after painting they became more valuable property in the eyes of the users and many dollars have been saved due to the additional care users have given them.

"Just as soon as we get an advance order on a moving job," explained one of the officers, "we shoot out packing boxes for the customer's convenience, even though it may be several days before the move takes place. We do this on tips, also—tips wherein we have learned from a roundabout source that Mr. So and So is expecting to move soon. We telephone the prospect, and suggest that we send out our boxes to enable him to pack many of the small items ahead of time and therefore save himself something in the number of hours actually required for moving.

"Seldom does a prospect turn down

The accompanying comparison [above] of certain principal market centers in terms of merchandise warehouse space has been made, using data gathered from a variety of sources.

How merchandise warehouse space is distributed within the important marketing center of Chicago will be outlined by Professor Duddy in the November issue of *Distribution and Warehousing* in the second and concluding part of this article.

such a suggestion unless he previously has arranged with another moving concern to handle the job.

"Once you get your packing boxes on the scene, you can count most assuredly on the job when moving day comes around. Otherwise, it's like the old adage of many a slip betwixt the cup and the lip.

"While the boxes are on the prospect's back porch or in his house they are advertising the business, when visitors come in. That's another reason why we like to get the boxes out several days before moving day.

"When the job is done—the actual transportation of the household goods from the old home to the new—we gladly leave the boxes with the customer to be unpacked at convenience. We'll leave them a week or ten days, or even longer if the customer should desire it, because, while they are sitting on the porch empty they are flashing the name of our firm and intimating the quality of our service to all who may pass by the house or come upon the porch.

"We have a light truck to transport the boxes to the customers' homes and sometimes use it for collecting them, though it is not uncommon for one of the vans to stop by on a return trip and pick them up.

"In our spare time we paint the boxes and keep them in neat condition."

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Its Economic Relation to Public Warehousing

Number 43

Cooperative Marketing Is Largely a "Withholding" Process

By H. A. HARING

IT is, probably, human nature for every producer to believe that he receives too little for what he produces. He, therefore, lies awake nights trying to devise some means to obtain higher prices, and, in this effort he is battling against all the rest of the world, which is trying to buy for less price.

The producers of agricultural products, the farmers, have been especially firm in their belief that all the world is against them, for the reason that farm produce suffers two handicaps. First of these is the weather; second, is the fact that they sell on a world market.

Weather is the great bane of agricultural prosperity. A farmer may plant at the right time, use ample fertilizer, give his crops the most careful attention, and yet his crop may be an utter failure. On the other hand, in another season, the most shiftless of methods may be rewarded by a bumper crop. The explanation lies in weather. Cold spells, rains, hot spells, drouths, insect pests, labor—any one of these may make or ruin the crop.

Repeatedly, in this country, we have seen a million fewer acres planted to wheat than the previous year, in the hope that the crop thus would be lessened, only to have the bushels of wheat greater than before. The reverse has occurred as regularly. There is, in fact, little relation between wheat acreage and wheat crop, or cotton acreage and cotton crop, or potatoes, or corn, or any crop.

Then, when the crop is "made" the price for most farm

commodities is a world price. Wheat and cotton, wool and hogs, lemons and walnuts, turpentine and beef, find their price level on the basis of supply and demand, but that supply and demand is not for the United States alone. It is the world's condition. Do what he will, therefore, no farmer and no group of farmers can dictate whether wheat shall sell at 70 cents or \$1.50, cotton at 13 cents or 30, beef at 10 or 22.

Despite all these conditions, farmers have thought to better the price they realize by banding themselves together to control marketing. And, to a large extent, they have benefited through this endeavor. They have not, of course, been powerful enough to affect world prices. Yet they have vastly improved their returns by stemming the glut of excessive dumping at the time of harvest and "easing" out the crop for a fair average price.

It is doubtful whether these efforts have increased the total paid for the total crop, because conditions beyond their control determine this matter, but orderly marketing does relieve the man who, under the old condition, sold his crop at the lowest price and was possibly robbed in the weight or mulcted in the grade by an unscrupulous buyer.

The cooperative movement obtains a fair average price for each grade of the product, thus yielding to each farmer an equitable price, instead of punishing the ones who are less able as business men—that is, bargainers—and giving undue prices to the more fortunate.

Growing Need of Controlled Marketing

EVERY improvement in farm machinery emphasizes the need of controlling the marketing. Farming, like manufacturing, has become a matter of large-scale operations. The potato grower can no longer hold his tubers on the barn floor until frosty nights compel selling: he grows more potatoes than his barns will hold. The bean grower of Michigan and California once stored beans in the crib on the farm: today he piles them alongside the rail-

road track, in the open, until cars are furnished for shipment.

The past four or five years have witnessed, for wheat growing in the West, the introduction of the new "combine." This machine, tractor driven, goes over the fields in a 12-foot swath with a speed of eight to ten miles an hour. In a day it cuts wheat that even the "header" would require four days to mow down; it does what the "binder" would take twelve days to do. Both those older machines, moreover, had to be followed

up by the threshing machine, but, with the new combine machine, the wheat is cut and threshed in a single process, and, behind the combine as it spins over the fields, stand sacks of wheat all ready for a truck to haul them to the railroad.

The combine does in one day what, twenty years ago, required thirty days, and what, five years ago, took a week to do.

This invention has vastly hurried up the marketing of wheat. For one matter, a single day of good weather at

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harvest time is the equivalent of a week of good weather five years ago, because, given one good day, the farm owner can save his crop. But, on the marketing side of wheat growing, close to thirty days is now saved in bringing the crop to the market.

Market gluts, at time of harvest, have always swamped the buying market, with the result that wheat prices sag in late July and for the eight weeks to the close of September. Every wheat grower rushes his crop into the market in order to realize cash from it, and, as is natural, supply exceeds demand, and the price goes down. Later in the year the price recovers, but the gain is made by some one other than the farmer.

Exactly the same process occurs with cotton, wool, beef, potatoes, oranges, lemons, beans—every crop, in fact. But, with each improvement in farm machinery, all these crops are rushed earlier to the market than ever before. The season of glut, instead of being three or four months, has become one month, possibly two. The glut is worse, the prices are less, and the distress and disappointment of the farmer are greater.

The improvement in wheat farming has been described. Similar changes have come into all farming. The cash income from crops has gone up 115 per cent per farm worker in ten years; fewer cows are producing more milk; fewer cattle more beef, fewer hogs more pork; fewer hens more eggs! For example, we have 10 per cent fewer hogs than ten years ago but our pork production has gone up 50 per cent; our cattle have decreased 14 per cent in numbers but beef produced has increased almost 8 per cent!

Small wonder, then, that we have a "farm problem" which worries politicians and bankers.

The farm problem is much like the manufacturing problem: production exceeds consumption—how can we sell all the stuff and come out with a profit?

The manufacturer strives to make a market by advertising and sales effort; the farmer seeks the same end by combining into powerful groups, called "co-operatives," in order to level out the peaks and valleys of price so as to obtain a fair average for himself.

The farmer's problem is growing, because his production is increasing, and, even worse for him, his products are coming into the market in greater gluts than the world has ever before known.

Purpose of the Cooperatives

THE purpose of cooperative marketing organizations have been formulated into the following six benefits:

"1. Products can be stored from the season of abundance and sold when the market conditions prove to be satisfactory, and in the most satisfactory mar-

ket. This is particularly important with those commodities whose markets tend to be glutted in the harvest season. By helping the farmer to hold his products, through the provision of storage facilities and assistance in financing, by studying the market to determine the best time to sell, and by controlling an appreciable part of the supply, such federations, it is urged, can steady the market and procure more satisfactory prices for the grower.

"2. A federation, because of volume of business, can afford to keep in close touch with the market. Some associations have private wires to their principal markets. Few local associations can seldom afford telegraphic expenses, but when a number cooperate the expense to each is small.

"3. The association can bring pressure to bear in educating growers in the production of the best market types and in the proper preparation of the product for market.

"4. Products can be graded and similar commodities from various points packed and sold together in large quantities.

"5. The federation may advertise its products, establish brands and trademarks, and otherwise assist in the creation of demand.

"6. Many miscellaneous services can be performed: freight claims adjusted; pressure brought to bear to correct abuses in central markets; legislation influenced."

These purposes boil down to two: (1) educate the grower to produce better crops, and (2) grade, control and market those crops, in his behalf, in an orderly manner. With the first of these primary motives we have nothing to do, in this place. With the second, we shall deal.

Warehousing Necessary

SO long as the apple grower of Yakima retains his apples, he has the chance to benefit by rising prices. The moment he loads them into a car and starts that car rolling toward Chicago he has parted with control over the price. He must then accept what the Chicago market will pay on the day of arrival.

A growing difficulty with all farm products is that, with increasing yield, the farmer can no longer store for himself. He is, by circumstances, obliged to move the crop off the farm as soon as harvested. This physical necessity is augmented by his financial needs—he wants the money. Possibly he may need it for pressing bills.

His situation is the same as that of the manufacturer. If the farmer enjoys "good credit standing"—that is, if he is rich and prosperous he can borrow on his general credit. Such a man is never pressed for payment, just as the prosperous and successful manufacturer

is never really bothered to meet his obligations. But the other sort of farmer, as the other sort of manufacturer, must shape every day's business with a view to realization of cash for that day's needs.

To the manufacturer of this type has come borrowing, with warehoused goods as collateral—cold storage or dry makes little difference. For him all the mechanics of credit are available by the simple device of storing the goods with a warehouseman as bailee, the bailee insuring to the bank that the goods are as represented and will not be removed or changed during storage.

Harvest Time and Later

JUST so with the farmer. His only method of getting cash from the crop is to warehouse it and borrow against it—unless he wants to sell it immediately for what it will bring.

All the agitation, mostly political, about aiding the farmer rests on this condition. Farm prices vary greatly within the twelve months. They are lowest at time of harvest—as a rule, of course—and highest eight or nine months later. Every farmer looks with envy on the high prices of the lean months, wishing he "might have held on" until that time, but having ruined his chances by rushing the crop into market at harvest. By that very rushing to market he lowers the low price. The devices of politicians all look at the high-price level of the year and try to scheme some manner of obtaining the highest price for all the crop—an obvious impossibility. It must, too, be remembered that the high price, nine months after harvest, represents carrying charges for nine months, plus deterioration, plus having the capital in the first place to make the investment.

The farm problem may be met—as of course it is met by tens of thousands of farmers—by storing the crop and selling at the most favorable price level. This is assuming that prices will *always* rise. They do not. World conditions govern the final price and we repeatedly have instances where the price at harvest time is the high point, although, taking the years in a series, the harvest price is the low and the nine months' price the high.

No political expedient can possibly obtain for *all* farmers the top price. About 81 per cent of them (or at least 81 per cent of their crops) rush into market at harvest time crying for cash. For them, the high price is nearly impossible.

The only way to approach the high price is to warehouse the crop, borrow 60 or 70 per cent of its value, pay interest and carrying charges, and then close out the sale when prices are right. Manufacturers do this, middlemen do it. Speculators get rich doing it.

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Cooperatives Do the Warehousing

ALL this would appear to be obvious. In theory it is. In practice it gets nowhere. The reason for failure is that individual farmers are unwilling to lay out cash for such a purpose.

The farmer's net cash income is small. A large part of his real income—house, garden, much of his food, use of his automobile, light and heat, water and household furniture—he does not always consider a part of his real income. Any cash outlay, therefore, for warehousing or for insurance, or for salaries of any sort, to him commonly seem excessive. Even were it to be made clear to the ordinary farmer, as an individual, that by spending 9 cents per bushel for his wheat and waiting nine months he could add 60 cents per bushel to the price, he would demur at laying out the nine cents. To the extent of 81 per cent of the total farmers of this country, they accept the 60 cents lesser price!

As individuals, farmers will not warehouse their crops. Before they do this, someone must undertake a long and costly course in educating them to the value of the warehouse. It will, in all probability, take as many years and cost as much as it has to educate American manufacturers to the general use of public warehouses in distribution—close to thirty years of effort, and probably not one-third of them today really understand what the warehouse has to offer.

But, to help them to better prices, the marketing cooperatives have been developed. They aim to do for the farmers as a group what, as individuals, they will never be able to do.

At every step in their marketing the cooperatives emphasizes the warehouse as an adjunct to controlling the relations of supply and demand. The citrus associations of Florida and California, the northwestern apple and cherry associations, all the tobacco growers' associations, the many organizations of cotton growers and wool growers, the granges and the cooperative elevators of the wheat belt, without an exception, base their marketing on adequate warehousing. Many of these associations own their own warehouses, either directly or through subsidiary companies.

The Department of Agriculture, in its marketing service, teaches and urges for every commodity the necessity of warehousing as near the farm as possible. With each organized effort at marketing the purpose is identical. Farm produce, allowed to remain on the farm, is not under control of the association, except prospectively. But the same produce, once warehoused—that is, put under the roof of a third party—attains an integrity of commercial importance. The marketing association can then grade it, can borrow against its value, and is able to advance to the grower a large por-

portion of the ultimate price. The cooperative can, most of all, utilize the mobility of the product, as thus warehoused, to command all the advantages of world markets.

Each of these purposes in warehousing is important, but, so far as the individual farmer is concerned, the outstanding fact, is that he gets immediately some cash. The cooperatives pay to the producer, upon delivery to the warehouse, a large share of the ultimate price—60, 70, even 90, per cent of total value. The balance of the value is represented by participation receipts, which are warehouse receipts, negotiable in form, representing a residual share in the pool to which the produce belongs. Pools are of all sorts, daily, weekly, monthly, semi-annual, annual—even "crops" which, with tobacco, may mean three years. (With livestock, and with live poultry, warehousing does not enter, because each lot is subject to immediate settlement in full. These products are sold at once for cash.)

The participating receipt represents an indefinite value, but, for each commodity, the bankers and the cooperatives agree, for each season, for each commodity, upon a sort of "bankers' valuation" or "bankers' estimate" of what will be the final yield. The grower, therefore, after receiving from 60 to 90 per cent in cash, is able to sell or borrow against his participating receipt for half of the balance of its value. The farmer thus receives nearly full value of his crop, on the estimated fair average to be realized, and yet he feels that he shares the possibility of any unusual rise in price, as his commodity will be marketed in orderly manner by the cooperative throughout the ensuing year.

Were it not, however, for the use of warehouses, the entire cooperative movement would fall. Its very foundation is the warehouse, with graded valuation of the product and with its third-party guarantee of protection to the goods. For, of the cash payment to the farmer—be it 60 per cent or 90—the cooperative must borrow every cent of the money. It is not the purpose of the cooperative to market all the produce at once—that being, in fact, one of the things it aims to avoid. The cooperative stores what the farmer delivers in a warehouse and issues at once its check, the funds to make good the check being provided by a continuous loan with the banks whereby they increase the line of credit each evening to correspond with what has that day been received into store.

Thus the cooperative uses the produce in warehouse to borrow for the initial advance to the grower. The grower's participating receipt, for the balance of his crop, represents a participating warehouse receipt in the pool as a whole,

and this, in turn, is used for further borrowing by the grower. As sales are made by the cooperatives, warehouse receipts are released by the banks, they being replaced with bills-of-lading against sight drafts. Thus the loans are liquidated.

"Controlled Withholding" of Farm Products

THE cooperative associations aim at what they term "orderly marketing." This phrase merely expresses their intention to regulate the supply somewhat to correspond with demand, doling out the crop gradually in such lots as the market will absorb at fair prices. They seek to avoid dumping, crowding the market at harvest, glutting the cities with perishables. By their reporting system of market conditions the cooperatives are also able to regulate the quantity entering any one market at a time, and thus they try to maintain prices to a fair level.

"Orderly marketing" in its essence is, however, really "orderly withholding" of the product. Every cooperative hopes that it will attain to the point of controlling 100 per cent of the growers' crops for a particular crop and thus be in a position to dictate to buyers what they shall pay. Monopoly is their aim, and, under the law, the ordinary anti-trust provisions do not apply to farmers' cooperatives. If they could do it, they are by law permitted to do so, but no cooperative has yet reached the point of controlling 100 per cent of a necessary product.

As the cooperatives develop, it is quite possible that one of them will attain to this ideal. In that case its management could withhold the crop from the market to such an extent as to create a threat of shortage, or keep buyers always eager for more so that they would pay a rising price. Were this possible, for instance, with wheat, there is nothing to prevent the cooperatives raising the price 20 cents, but, once again they face world conditions. Wheat comes from Canada into all the markets of the United States. Wheat comes from Argentine and Russia, from fifty countries, into the world markets, in addition to the two banner wheat-growing nations of North America. No cooperative, therefore, either in Canada or the United States, can hope to dominate the world market for wheat.

"Controlled withholding" has, accordingly, very definite limits. The successful cooperative stems the tide of a glut at harvest. With such products as cotton and tobacco these organizations have controlled such a large proportion of the total crop that they can deal directly with the largest buyers—such as the American Tobacco Co., the French Government tobacco monopoly, the Liverpool cotton buyers, the Japanese Government,

DISTRIBUTION: Its Economic Relation to Public Warehousing

etc. The cooperatives do prevent reckless selling. They do, further than that, regulate rather evenly over twelve months the entrance of the crop into the open market.

But they can control prices only to a limited extent.

Their greatest service in controlled marketing is in their careful grading of the product, whatever it may be. Thus they insure to the grower, who produced a quality product, a price commensurate with his crop's real value. They encourage the production of quality crops, and they bring money rewards to those who rise to the demand of the best markets. Their withholding of high grade products maintains the price to a high level for these grades, whereas without orderly marketing even the finest quality of the product often brought no better price than a fair average of quality. The "orderly withholding" has, in effect, been of greatest benefit to the grower of fine quality.

Were it not that the next crop season would produce another crop to be marketed, the cooperatives would be able to achieve the high prices of which their promoters dream—and talk. They rest, however, under the necessity of cleaning up their warehouse stocks before twelve months roll around. Thus controlled withholding has definite limits.

If eggs are held in store beyond March, they come into competition with April's fresh eggs. They also fall under the ban of pure food laws when they

become of a certain age, varying with the States. A poultry cooperative must take this item into account, by closing out the 1927 crop of eggs before 1928 floods the market.

"Carry Over" Crops

Wheat and cotton and tobacco, with a few minor crops, are an exception to this rule. They are almost imperishable products. No physical reason exists against holding them for more than one year. We have, accordingly, a "carry over" of these commodities each year, not only in this country but in the world's markets. Tobacco, especially, is subject to this condition, for the added reason that a three-years' seasoning, or "conditioning," is really required for fine tobaccos. With wheat, occasionally ridiculous instances of holding crops for a better price come to light. One such is the last report of the State of Minnesota, which shows more than 200,000 bushels of wheat in storage within that State, from the crop of 1919. It is held in the hope of obtaining the \$2 price of war-time "control."

Such long storage pertains to the "freak" in warehousing. It is not normal, nor is it profitable.

"Controlled withholding" is a feature of "orderly marketing," and, as such, must be subject to reason. Warehousing the crop enables the cooperative association to level out the supply over twelve months. It is rarely possible to

extend the process into the thirteenth month.

Yet, the warehouse is the backbone of cooperative marketing. Until the farmer delivers his crop to a warehouse, or loads it for shipment to a warehouse, the cooperative refuses cash. The moment, however, that the crop is delivered over the warehouse sill so that a receipt may be issued, the cooperative is in a position to write a check for a large share of the value; and, in addition to that cash, the grower is enabled to finance himself for practically the whole value of the crop.

"Without warehouses, there can be no cooperatives," declared an official of the Department of Agriculture in addressing a convention of rice growers in New Orleans. "The warehouse grades your rice. Then we know what it is worth. The warehouse shields the rice from human thieves and insect pests. We insure the rice against fire and flood. There we hold it until the market is right for selling at a fair price. But, as long as the warehouse stands behind the organization, it is possible for the cooperative to pay you cash when you haul your rice to the warehouse, and, if enough of you will join this movement, the cash will go up with each crop. It will certainly rise higher than any normal price you have been getting, even though we spend money for salaries that you think are too much and spend more money for advertising to increase the consumption of rice."

Cathcart Company Builds Business Through Women's Organizations

WHAT is perhaps a novel way of building business has been developed by T. F. Cathcart, Sr., president of the Cathcart Van & Storage Co., Inc., Atlanta, Ga.

Briefly, this method consists of interesting the women of different organizations throughout the city in modern methods of storage, and taking them through the big warehouse in groups of from fifteen to twenty-five. Sometimes as many as three groups a day are conducted on the tours, and Mr. Cathcart estimates that between 300 and 400 women a week have visited the storehouse on Auburn Avenue since the plan went in operation.

Establishing Contact

A competent woman—Mrs. Dora Hamby—was put on the company's staff for the purpose of visiting the different clubs and women's organizations and arranging for the tours. Every kind of an organization is visited—women's

clubs, community organizations, parent-teacher associations, women's Bible classes, and the church organizations.

When the women arrive at the warehouse Mr. Cathcart takes charge, dropping whatever work he may be doing, in order to see that the right impression is made. They are taken first to the rest rooms, where they wait until all of the "stragglers" have arrived.

Then begins a systematic tour of the plant. First they visit the moth vault on the first floor, on to the piano and music room on the second, the individual storage rooms on the third, the rug room on the fourth, and so on through the establishment, Mr. Cathcart explaining as each step is taken. Finally they visit the packing room, where they see how carefully articles are handled.

The result is that the women who have made the tour come away with an entirely new conception of what the storage business is like.

"You can't tell people effectively about the storage business," says Mr.

Cathcart, in explaining how he happened to introduce this system. "You have to show them. But we believe that the woman who has once been through our plant will retain for many years a favorable impression about the Cathcart company and the way it does business.

"It is a little trouble, yes. But the tours can be arranged during slack times when there isn't much doing around the plant.

"Customer Confidence"

"And we believe that it will bring in big returns in increased customer-confidence and increased in business. We have been telling our trade about our storage facilities for years with but indifferent success. Now we are going to try the plan of showing them our facilities. And we believe it is going to yield us a good return. It is going to be a practical solution of the problem of building up confidence."

WHAT'S WHAT IN NEW BUILDINGS

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Flagg Storage Warehouse Co.,

Syracuse, N. Y.

THE Flagg Storage Warehouse Co., Syracuse, N. Y., recently started extensive alterations to its warehouse on the new Erie Boulevard. The existing building was erected, in 1911, to a height of five stories, and provision was made in the design of the footings and columns for an additional five stories.

At the time it was built, the warehouse faced the old Erie Canal, and when the canal route was changed, a few years later, the portion through Syracuse was filled in and a wide boulevard with a 100-foot roadway was built as part of the main highway between Buffalo and Albany, known to motorists as Route No. 5.

Inasmuch as the width of the canal and towpaths was greater than required for the Erie Boulevard, the property owners on each side were permitted to purchase, for a nominal sum, a fifteen-foot strip beyond the then existing building lines.

The warehouse, as altered, will occupy the fifteen foot strip on Erie Boulevard for a height of ten stories, with five additional stories on the existing five-story building.

The completed structure will be faced with cast stone on the lower floors and the same material will be used for all trim and ornamental work on the upper floors, in combina-

tion with a full range of an orange and buff colored brick matching, in texture and tone, the stonework.

The first floor contains the office of the company. Here the floor is of terrazzo in two colors, with walls finished in travertine plaster, laid out in blocks of varying dimensions.

The clerical space is separated from the customers' lobby by a marble counter, under which will be the filing equipment. A private office, ladies' room and lavatories have been provided adjacent to the general office, and all finished in a manner consistent with the office space.

The remainder of the ground floor, facing Erie Boulevard, has been divided into stores for retail merchants, and the rest of the floor is devoted to the packing and shipping rooms, van spaces, etc.

The upper floors are all divided into individual storage compartments, rug and trunk vaults equipped with metal racks, heated piano room, and large fumigating vault.

The building is equipped with two large freight elevators and an automatic passenger elevator, the latter being adjacent to the general office in the fifteen-foot front extension.

The warehouse was designed by Kingsley Service, Inc., of which George S. Kingsley, New York City, is president.



How Calendar Simplification Would Benefit the Warehouse Business

Thirteen Equal Months: Thirteen Billings Yearly.

And There Are Other Advantages—As Told

By MEREDITH N. STILES

THE country is gradually becoming aware that a serious movement is in progress to revise the calendar. Important business interests and many leaders in the various divisions of national life are persuaded that the time has come to scrap the complicated, irrational time-measuring instrument invented for us by Julius Caesar and adopt a scientific one that will fit modern requirements.

When calendar revision was first talked of some years ago, people took it as a joke, or asked, "What's the use?" or "Why meddle with what we have always been used to and got along with very well?" The vast majority have never given the calendar a thought, having accepted it from childhood as a fixture in the order of things, much as they accept the rising of the sun as an unalterable phenomenon.

But since that time enough educational work has been done to demonstrate to many thinking people that the world of our day—especially the business world—is

needlessly suffering from many disadvantages from the uneconomic and altogether unscientific device which the Romans used to measure the year.

Habit, and habit only, has preserved this relic of pagan caprice and still maintains it in an age to which it is no more fitted than Caesar's chariot to Fifth Avenue. Pope Gregory, in 1582, corrected it with a time adjustment, for it was gaining on the seasons, but he left untouched its hodge-podge of unequal months—four of thirty days, seven of thirty-one days each and one of twenty-eight days.

All other factors and auxiliaries of business, such as mediums of exchange, currency, commercial laws, banking and credit systems, standardization of time, have been changed and constantly are being changed to conform to their ever-changing demands; but the basis of all business transactions and records—the calendar—is still, with very little change, the same calendar as that devised by Julius Caesar.

Secretary Kellogg to Report to League of Nations

GEORGE EASTMAN started the present educational work to bring about calendar simplification, and the question has now been taken up by a National Committee on Calendar Simplification, of which he is chairman. This committee is composed of eminent leaders in the important fields of endeavor—commerce, industry, finance, transportation, agriculture, science, labor, education, journalism, social relations, women's interests, etc.—and is now engaged in ascertaining the sentiment of the country on the question. The committee will report to Secretary of State Kellogg, who will advise the League of Nations of this country's opinion.

Similar committees are being organized in other countries, and it is expected that an international conference will be summoned to formulate a treaty for the adoption of a simplified calendar throughout the world.

Two plans for calendar revision have

THE progress of the calendar simplification movement in the United States would probably amaze the average business executive. How such revision would affect the public storage industry is outlined by Meredith N. Stiles, a member of the National Committee on Calendar Simplification, in the accompanying article written especially for *Distribution and Warehousing*.

This committee is now engaged in sounding the country's sentiment. A report will be made to Secretary of State Kellogg, who in turn will advise the League of Nations.

In view of these facts, and inasmuch as leaders in many lines of industry have unqualifiedly endorsed the movement, and because revision would benefit the warehousing business, it is believed that storage executives will find this article essentially informative.

been sifted from many submitted to the League of Nations, and of these, the large majority of opinion so far collected favors, as more practical, a calendar of 13 equal months of 28 days each, with the 365th day of the year observed as a holiday to be known as "Year-Day" or as an extra Sabbath. A new month, to be named "Sol," would be inserted between June and July, and "Leap-Day" would be transferred to June 29. All holidays would be placed on Monday, and the moon-wandering Easter would be fixed.

Advantages Outlined

MANIFOLD advantages to every human being in every branch of affairs are assured by this change. To the business interests of this country it will mean an enormous saving in money, time, and labor, when the facts are considered.

All months will be equal, each containing exactly four weeks and having exactly the same recurring week days.

The day of the week will always in-

dicating the monthly date, and conversely, the monthly date will indicate its week day name.

Each week day will recur on its four fixed monthly dates. Saturday, for example, will always fall on the 7th, 14th, 21st and 28th days of every month.

Every month-end will coincide with the week-end. Split weeks and lap-overs will cease.

Each quarter of the year will contain exactly 91 days, or 13 weeks; and each half year will have 182 days, or 26 weeks.

The advantages to business that will accrue from this uniformity will be realized in the fields of accounting and comparative statistics, in the employment of capital, and in various other ways.

At present the unequal lengths of months, quarters, and half-years cause confusion and uncertainty in economic relations and in the arrangements of statistics and accounts. Due to the variation in the month, which may contain 28, 29, 30 or 31 days, all calculations of salaries, interest, insurance, pensions, leases and rents, which are fixed on monthly or quarterly or half-yearly bases, are inaccurate in the sense that they do not correspond with 1/12, 1/4 or 1/2 the year.

The Business Picture

THERE is a difference of 11 per cent between the length of February and the length of March. There is even a greater difference between the numbers of working days, which is an important factor in all business. This may amount to 19 per cent, depending on the working days in each month as the calendar changes them from year to year.

Business generally compiles its reports on volume and cost on the basis of the month. It is obvious that monthly comparisons of these factors cannot be accurate, with the months varying as to the number of working days, and that adjustments are necessary to obtain a true picture of business progress.

In some lines of business the days of the week are not of the same value as regards volume of trade. It may be particularly heavy at the week-end. But in some months there are five week-ends. Such months cannot be accurately compared with the same months of preceding years which may contain only four week-ends.

Similarly with pay-days. Five in one month throw monthly comparisons out of gear, and, moreover, the extra payment may draw down wage balances at most inconvenient times.

The bookkeeping adjustments necessary to make true comparisons cost money. This expense is being borne at present simply because the business world continues to tolerate the crazy-quilt method of time measuring which it has inherited from antiquity.

In respect to the employment of capital, the 13-month year will have a most important economic result. There will be 13 monthly business settlements each year instead of 12. This means a faster turnover of money: the same volume of

Kotex Would Allow 13 Yearly Billings

MANY manufacturing interests are conducting their businesses on the basis of the thirteen-month calendar—paying wages accordingly and estimating production and making comparisons.

Among them is the Kotex Company, whose product is widely distributed through public warehouses.

Recently the Kotex Company has asked the warehousemen who have the Kotex account if they would be willing to handle it on the thirteen-month basis, in order to conform with the firm's book-keeping. The company expressed its willingness, in return, to allow the warehousemen thirteen monthly billings each year instead of twelve—an obvious benefit to the warehousemen.

Ernst Mahler, president of the Kotex Company, wrote to George Eastman, chairman of the National Committee on Calendar Simplification, in response to a general inquiry sent to business concerns last year:

"Most certainly we are keeping all our statistical records on the thirteen-period basis, and I feel that the quickest way to get universal approval would be for all those who are endorsers of this calendar, actually to put their business on a thirteen-period basis."

business can be handled with less money, and the saving thus made released for other uses. This will benefit everybody.

Another great saving will be effected by having the holidays placed on Mondays, instead of their coming, as they most often do, in the middle of the week when it is costly for most businesses to shut down.

As to Warehousing

ALL these advantages apply to the warehouse and distribution industry and, in certain respects, with peculiar force. Warehouses charge for storage space by the month. The same charge covers a month of 28 days and a month of 31 days. The disadvantage of these inequalities of rental periods, both to the warehouse and to the party that stores goods, are manifest.

Affected by the seasonal variations in the many lines of business which it serves, the business of storage likewise has its seasonal movements, so that the economic value of some months is greater than others.

For example, the peak-months in furniture warehouses are May and October, both with 31 days.

During these months when the movement into storage is heaviest and ware-

house space becomes occupied to capacity, the same rental is charged as during the 28-day month of February when the furniture storage business is relatively slack and less space is occupied.

Thirteen equal months in a year would do away with this uneconomic inequity which is unfair to both parties of the transaction.

The 13 month calendar is a "square deal" calendar for all.

Not only can space be rented by equal length months, but by weeks that are aliquot parts of a month, simplifying accounting and justifying charges.

The use of warehouse capacity can be accurately measured in terms of equal months and accurately compared month by month and with the same months of preceding years.

All that is necessary is to do for the calendar what this age has done for a multitude of other economic factors, practices, and processes: Standardize it.

Aero Alarm System Approved by Underwriters

AT a merchandise warehousemen's meeting recently this question was asked: "What precaution is being taken by the warehouse owner to safeguard our goods in storage against fire loss?" One word covered approximately 100 per cent of the replies—and that word is "every."

A survey made by a manufacturer of fire apparatus shows that most of the warehouse owners in the country are coming to realize the importance of having adequate fire detecting appliances installed in their buildings.

The detecting of fire, while in its infancy, is a factor to be considered. Next there should be a means of prompt transmission of an alarm to fire headquarters, either direct or through a central station, and at the same time an alarm should be sounded on the premises.

An automatic fire alarm system such as is being installed in warehouses throughout the United States and Canada by the Aero Alarm Co., 56 West Forty-fifth Street, New York City, has been approved by the Underwriters Laboratories and by various fire prevention committees, as well as by local insurance bureaus in all States where it is operating.

San Francisco Bans Proposed Marina Terminal

By a vote of 14 to 3, the San Francisco Board of Supervisors recently barred produce, storage, and all other terminals from the Marina district. Under the terms of the ordinance, terminals are prohibited in the district bounded by the bay, Van Ness Avenue and Jackson and Lyon Streets. According to city legal authorities, this will block the San Francisco Produce & Provisions Terminal, Inc., in its plans to establish a \$3,000,000 terminal at Laguna and Beach Streets.

Warehouses Were 66.4% Occupied in July, Against 67.2% in June

Department of Commerce Statistics Show Slight Loss for Seventh Month. Stocks Decreased 61,900 Tons and Smaller Percentage Went Into Storage

By KENT B. STILES

SPACE devoted to general storage in public warehouses was 66.4 per cent occupied at the end of July, as compared with 67.2 per cent at the close of June, according to figures made public by the United States Department of Commerce on Sept. 18. Reports submitted by 1137 warehouses showed 35,250,000 square feet occupied on July 31 out of 53,086,000 square feet of available space. On June 30, with thirteen fewer warehouses reporting, 35,676,000 out of 53,097,000 square feet available were occupied.

The July figures on volume show a slight drop as compared with those for June, with a decrease of nearly 3 per cent in the relative amount of goods which went into storage after arriving at warehouses. During July, the 1137 reporting plants received 605,061 tons, of which 435,539 tons, or 72 per cent, went into storage, the balance being delivered on arrival. During June, the 1124 reporting houses received 666,961 tons, of which 498,759 tons, or 74.8 per cent, went into storage. It will be observed that 61,900 fewer tons arrived in July, notwithstanding that thirteen more warehouses reported for July than for June.

Occupancy

SPACE occupancy percentage increased in July, as compared with June, in the New England and South Atlantic and East South Central and Pacific States, remained virtually stationary in the West North Central States, and declined elsewhere in the country, as shown by the following:

	Total Sq. Ft. of Space Used for Warehousing		June	July	June	July
	June	July				
New England...	3,908,000	3,900,000	50.7	51.3		
Middle Atlantic...	17,037,000	17,033,000	76.6	74.7		
E. No. Central...	9,105,000	9,109,000	77.4	76.1		
W. No. Central...	4,685,000	4,685,000	69.6	69.6		
South Atlantic...	6,199,000	6,192,000	53.0	54.4		
E. So. Central...	758,000	758,000	66.0	67.0		
W. So. Central...	5,040,000	5,038,000	42.8	41.2		
Mountain...	850,000	841,000	68.9	65.5		
Pacific...	5,515,000	5,530,000	69.0	69.2		
Entire Country	53,097,000	53,086,000	67.2	66.4		

Here are the occupancy percentages for the entire country since the Government inaugurated the gathering of these statistics last January:

	Jan.	Feb.	March	April	May	June	July
	67.6	68.7	69.9	69.8	68.6	67.2	66.4

These figures show an upward trend

from January to April, with a gradual decline into July.

Tonnage

THE decrease of 2.8 per cent for the entire country, in July, as compared with June, in the volume of goods which went into storage, was not shared by three of the sections into which the United States is divided for purposes of these statistics. As the following table shows, there were increases in this re-

spect in the Middle Atlantic and Mountain and Pacific divisions:

	Total Tonnage Received		June	July	Percentage Entering Storage
	June	July			
New England...	18,815	15,842	78.0	76.1	
Middle Atlantic...	170,570	136,745	81.8	82.7	
E. No. Central...	142,481	122,662	86.8	84.0	
W. No. Central...	80,248	56,248	72.8	70.7	
South Atlantic...	100,902	121,105	59.3	43.1	
E. So. Central...	13,131	14,467	80.6	77.9	
W. So. Central...	59,742	42,952	84.7	79.1	
Mountain...	11,319	9,412	57.0	62.7	
Pacific...	70,023	85,448	64.7	74.9	
Entire Country	666,961	605,061	74.8	72.0	

Public-Merchandise Warehousing June, 1928

Division and State	No. of Whses.	Floor Space (in Thous. Sq. Ft.) End of Month					Tonnage	
		Total	Not Used for Public Warehousing	Used for Public Warehousing			Received During Month	Delivered on Arrival
				Total	Vacant	Occupied		
NEW ENGLAND:								
Mass. and Vt.....	28	3,918	905	3,013	1,516	1,497	9,952	2,034
Conn. and R. I.....	14	1,387	492	895	411	484	4,764	2,064
MIDDLE ATLANTIC:								
New York.....	322	14,478	3,441	11,037	2,544	8,493	93,452	26,106
New Jersey.....	44	4,466	749	3,717	835	2,882	15,727	1,084
Pennsylvania.....	39	3,900	1,707	2,283	607	1,676	30,256	3,945
E. NOR. CEN.:								
Ohio.....	34	2,698	669	2,029	311	1,718	30,580	8,939
Indiana.....	19	883	297	586	157	429	4,104	513
Illinois.....	50	7,568	4,006	3,562	946	2,616	65,308	4,422
Michigan.....	44	3,117	872	2,245	485	1,760	17,328	2,370
Wisconsin.....	35	918	235	683	158	525	6,325	2,592
W. NORTH CEN.:								
Minnesota.....	37	3,726	1,883	1,843	553	1,290	20,090	6,676
Iowa.....	16	629	131	498	162	336	3,097	1,174
Missouri.....	19	1,469	214	1,255	334	921	7,761	1,812
N. Dak. and S. Dak.....	9	191	31	160	32	128	1,165	296
Nebraska.....	21	993	321	672	284	388	7,871	2,331
Kansas.....	16	448	191	257	60	197	18,414	9,561
SO. ATLANTIC:								
Del., Md. and D. C.....	41	3,342	662	2,680	1,430	1,250	23,700	3,514
Va. & W. Va.....	30	3,098	454	2,644	1,207	1,407	11,457	45,483
N. Car. and S. Car.....	11	773	496	277	111	166	1,687	346
Ga. and Florida.....	27	2,053	1,425	628	167	461	13,000	1,715
E. SOUTH CEN.:								
Ky. and Tenn.....	16	722	126	596	225	372	8,930	1,273
Ala. and Miss.....	10	414	252	162	33	129	1,656	1,272
W. SOUTH CEN.:								
Ark., La., and Okla.....	20	1,692	257	1,435	596	839	34,658	2,936
Texas.....	48	4,338	733	3,605	2,286	1,319	15,730	6,148
MOUNTAIN:								
Idaho, Wyo., Mont.....	6	103	19	84	30	54	1,634	1,759
Utah, Nev. and N. Mex.....	12	503	89	414	134	280	3,428	822
Colorado.....	14	602	250	352	100	252	1,395	2,281
PACIFIC:								
Washington.....	27	2,586	1,647	939	428	511	6,945	3,039
Oregon.....	9	686	118	568	169	399	11,060	16,203
California.....	106	5,209	1,201	4,008	1,110	2,898	27,255	5,491
Total for United States.. 1,124 76,970 23,873 53,097 17,421 35,676 498,759 168,202								

Here are the percentages, for the seven months, of the volume which went into storage out of the total tonnage received at the warehouses in the entire country:

Jan.	Feb.	March	April	May	June	July
82.5	83.6	70.0	77.3	76.7	74.8	72.0

These figures show a gradual decline from April through July. Note that this recession corresponds with a decline in space occupancy during the same period.

Conference Suggested

A PERSONAL request to delinquent warehouse executives to send in the necessary figures to the Bureau of the Census was made by A. Lane Cricher, assistant chief of the Transportation Division of the Department of Commerce, on a recent trip to various cities. He met with some success and subsequently wrote to Wilson V. Little, Chicago, executive secretary of the merchandise division of the American Warehouseman's Association, that "a substantial majority of the warehouse industry is now reporting." He also wrote, in part:

"Several times, however, in talking with prominent warehousemen, the question of the value of these statistics as now gathered was raised. . . . True, no serious criticisms, except in one or two instances, were raised, but it was be-

lieved generally that a committee representing the warehouse industry might well study the results of the statistics now gathered to determine three things:

"1. Are the statistics now gathered of practical value to the industry and associated industries?

"2. Are the reports representative of the merchandise warehouse industry?

"3. Should there be modifications or changes in the request for data?"

Mr. Cricher suggested to Mr. Wilson that the latter communicate with leading warehousemen "and see if it would not be practical to have a conference regarding the statistical product." Mr. Cricher's further thought being that "it may be that certain members of the industry may have other questions to bring up at the same time." He concluded:

"Unless there is a definite reaction from the warehouse industry that such a conference would be worthwhile, and should be called, I shall not proceed with it. It is undoubtedly for the industry to decide what should be done."

The Value of Statistics

TO the storage executive who is inclined to question the value of gathering warehouse statistics is recommended a careful reading of a new Department of Commerce booklet, ninety pages, "How to Use Current Business Statistics," written by Mortimer B.

Lane prior to his recent resignation as editor of the Government's *Survey of Current Business*. Mr. Lane, who addressed the American Warehousemen's Association's Washington, D. C., convention several years ago on this subject of statistics, has been succeeded by R. J. McFall, who will continue the warehousing statistical work begun in January by Mr. Lane.

The Department of Commerce booklet, which may be had for 15 cents by addressing the Superintendent of Documents, U. S. Government Printing Office, Washington, D. C., covers the problem of statistics, tells how the figures may be used to an industry's benefit, and explains how the figures obtained may be interpreted.

Secretary of Commerce Hoover in the foreword says:

"The past five years have been remarkable for generally sustained prosperity, without the violent fluctuations which have characterized most of the previous periods of great activity. In large measure, this has been due to greater knowledge of the current facts of business and a growing experience in utilizing this knowledge.

"The small business man particularly has been benefited through the use of current statistics, fathered through the collective action of each industry. In this way he has at his command the resources and knowledge of business facts which alone he could not hope to secure. This knowledge has helped him to stabilize his business in spite of the intense competition and the lowering price levels of the past few years.

"Mr. Lane has assembled a mass of experience of business men in guiding their companies with profit by statistical knowledge instead of guesswork."

"Vital to Business"

IN the booklet Mr. Lane summarizes the problem in these words:

"The business man must have information on the trend of business conditions in order to base his policies on facts instead of guesswork. Current business statistics have provided these facts and have enabled large savings to be made by many companies.

"Statistics are a natural development of the growth of business and of the need for greater knowledge of all phases of our national life. . . .

"Business statistics have helped to mitigate the fluctuations in business, commonly termed the business cycle. Budgeting, based on statistics, has enabled firms to stabilize their business and secure greater profits. Business leaders state that large benefits are derived from current statistics.

"Predictions from statistics are not always right, because of inaccurate or incomplete data, inadequate previous experience or lack of knowledge of the industry, but interpretations are becoming better in the light of more experience. Statistics are as vital to business as is the compass to the mariner."

July, 1928

Division and State	No. of Whses.	Floor Space (in Thous. Sq. Ft.) End of Month					Tonnage	
		Total	Not Used for Public Warehousing	Used for Public Warehousing			Received During Month	Delivered on Arrival
				Total	Vacant	Occupied		
NEW ENGLAND:								
Mass. and Vt.....	28	3,918	913	3,005	1,490	1,515	7,577	1,555
Conn. and R. I.....	14	1,387	492	895	408	487	4,491	2,219
MIDDLE ATLANTIC:								
New York.....	331	14,440	3,460	10,980	2,629	8,351	70,603	18,756
New Jersey.....	44	4,467	750	3,717	995	2,722	14,380	1,675
Pennsylvania.....	40	4,089	1,753	2,336	691	1,645	28,071	3,260
E. NORTH CEN.:								
Ohio.....	34	2,698	672	2,026	342	1,684	30,471	7,092
Indiana.....	19	887	298	589	155	434	4,574	1,123
Illinois.....	50	7,72	4,007	3,565	966	2,599	46,263	6,908
Michigan.....	44	3,117	871	2,246	557	1,689	15,382	2,283
Wisconsin.....	35	918	235	683	153	530	6,328	2,238
W. NORTH CEN.:								
Minnesota.....	37	3,726	1,884	1,842	571	1,271	15,994	6,907
Iowa.....	16	629	131	498	169	329	4,343	1,395
Missouri.....	19	1,469	212	1,257	290	967	7,397	2,016
N. Dak. and S. Dak.....	9	190	31	159	24	135	1,412	442
Nebraska.....	21	993	321	672	312	360	4,637	2,533
Kansas.....	16	448	191	257	58	199	6,003	3,169
SO. ATLANTIC:								
Del., Md. and D. C.....	41	3,342	668	2,674	1,342	1,332	32,034	13,946
Va. and W. Va.....	31	3,068	454	2,614	1,180	1,434	10,935	51,513
N. Car. and S. Car.....	11	773	497	276	106	170	1,530	350
Ga. and Florida.....	27	2,053	1,425	628	192	436	7,836	2,961
E. SOUTH CEN.:								
Ky. and Tenn.....	16	722	126	596	219	377	9,714	1,809
Ala. and Miss.....	10	414	252	162	31	131	1,701	1,423
W. SOUTH CEN.:								
Ark., La., and Okla.....	20	1,692	261	1,431	502	929	18,344	3,135
Texas.....	49	4,338	731	3,607	2,460	1,147	15,652	5,821
MOUNTAIN:								
Idaho, Wyo., Mont.....	6	103	28	75	33	42	496	997
Utah, Nev. and N. Mex....	12	503	89	414	137	277	3,832	510
Colorado.....	14	602	250	352	120	232	1,571	2,006
PACIFIC:								
Washington.....	27	2,586	1,647	939	451	488	9,146	4,174
Oregon.....	9	686	118	568	169	399	12,720	9,812
California.....	107	5,230	1,207	4,023	1,084	2,939	42,102	7,494
Total for United States..	1,137	77,060	23,974	53,086	17,836	35,250	435,539	169,522

No. 54

Harry G. McNeely

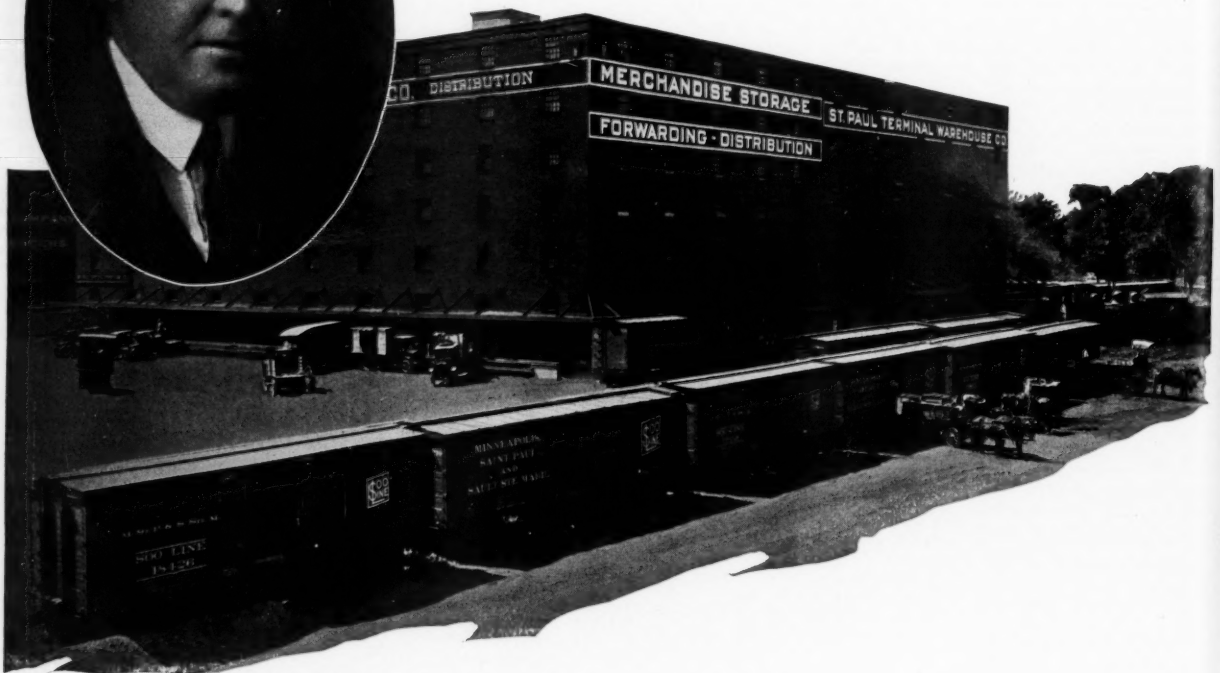
By ELIZABETH FORMAN

Success St

Let's Take the Old Family

In oval, Harry G. McNeely, president of the St. Paul Terminal Warehouse Co., St. Paul

Below, the merchandise warehouse of the St. Paul firm



THE former doughboy gleefully whistling "I've Got My Captain Working for Me Now" has nothing on Harry G. McNeely of St. Paul, Minn. Mr. McNeely claims to have been fired from every job he ever had, and, curiously enough, the man who gave him the most dishonorable discharge of all—adding insult to injury by informing him that he "never would be any good"—has for years been a bookkeeper for the St. Paul Terminal Warehouse Co., of which Mr. McNeely is president.

All of which goes to prove that the very newest formula—which experts tell us is to fail at the things we are unfitted for in order to find the one to which we are best adapted—is founded on good sense. Mr. McNeely was, and is, too much of a leader to work for other people.

Born in Melrose, Minn., about forty-three years ago, Mr. McNeely spent his boyhood there and, moving with his parents to Minneapolis when he was ten years old, he later attend St. Thomas College, midway between the Twin Cities of St. Paul and Minneapolis. His first business experience was gained when he worked as a call boy for

the Great Northern Railroad, at Melrose, during vacations from school. A call boy tells engineers in the roundhouse who goes out next.

Leaving school, young McNeely next worked for the Chicago Great Western and the present Chicago, Milwaukee, St. Paul & Pacific in various capacities—cashier, bookkeeper, auditor. But he never remained long anywhere. Finally he went to the Central Warehouse Lumber Co., of St. Paul, as traffic manager and secretary of the warehousing division. It was there that he gained an insight into the business in which he soon decided to engage.

In 1916 Mr. McNeely interested capital for the purpose of establishing the St. Paul Terminal Warehouse Co., the first unit of which was started in June of that year and completed in 1917.

Being a man of the hail-fellow-well-met persuasion, he was successful right from the start. His friends in the railroad business were as numerous as his former jobs,

(Concluded on page 46)

Stories

Album Out of Storage!

No. 55

George Kindermann

By ELIZABETH FORMAN

In oval, George Kindermann, president of Julius Kindermann & Sons, Inc., New York

Below, the houses that Kindermann built: 6, 1901; 7, 1906; 8, 1907; 9, 1911



Right, the Kindermann warehouse today



In column at left, the successive steps in the progress of the Kindermann vehicles: 1, 1894; 2, 1896; 3, 1898; 4, 1900; 5, today

BECAUSE the ice man was late one morning back in 1884, George Kindermann is today president of the household goods warehousing firm of Julius Kindermann & Sons, Inc., in the Bronx section of New York City.

Julius Kindermann was operating a small saloon on 167th Street near Third Avenue in upper New York. Beer was the principal stock in trade, so ice was a real necessity.

(Concluded on page 46)

Marine Insurance with Relation to Shipments of Household Goods

By CLARENCE A. ASPINWALL,

President, Security Storage Co., Washington, D. C.

FURNITURE storage executives should have a knowledge of marine insurance because their business oftentimes necessitates the packing and shipping of household and personal effects all over the world. In this and succeeding papers, in addition to dealing with the broader aspects of marine insurance, special attention will be given to those forms of contract that are applicable to shipments of household goods.

While it is not absolutely necessary to insure water borne shipments, it is the most universal practice, and serious inconvenience and expense are often caused by failure to insure, even where there has been no loss or damage to the particular shipment. This grows out of the provision in the bill of lading relating to the general average, which provides that certain expenses will be divided against the owners of ship and cargo when a sacrifice is made to save the common interest.

THE law of general average provides that any extraordinary expense voluntarily incurred of sacrifice voluntarily made by the master of the vessel in time of danger, to preserve the vessel and cargo, should be borne in proper proportions by ship and cargo. This expense must be extraordinary expense, it must be a judicious one, it must be voluntary and in the face of real danger, with the view to the general safety.

It is a part of the common admiralty law liability, and this clause accounts for the fact which frequently confronts a surprised shipper of household goods—that though his own shipment has arrived at destination intact and undamaged, he is nevertheless held liable for certain losses incurred in the voyage, and that he cannot obtain his shipment until he has given security for the payment of these charges when finally assessed, unless he has an insurance policy which takes care of this risk.

Herein occurs both the expense and inconvenience previously alluded to. The general average loss which may have occurred on the voyage cannot be ascertained immediately, nor can its prorating between ship and cargo be determined in a short time. In consequence each shipper of consignee has to sign a general average bond.

In discussing general average charges we are carried back thousands of years to the earliest days of commerce, even before the Christian era. In the early days of commerce the merchant usually accompanied his merchandise, and frequently he peddled it from port to port. When, as often happened, a severe storm would arise, the vessel being in distress, it would become necessary to throw overboard some of the cargo, in order to save the ship from disaster. On such occasions a great outcry and disturbance would arise from the merchants on board, about the selection of the cargo to be jettisoned. Jonah's famous ride in the whale was doubtless the result of one of these disputes. At any rate, it became necessary to devise some plan whereby these voluntary losses could be equitably shared, and the general average law followed.

THE writer of this insurance article, which will be continued through the November and December issues, is the author of "Household Goods Warehousing in the United States," a book which received serial publication in *Distribution and Warehousing*. Mr. Aspinwall is treasurer of the American Warehousemen's Association and has served on committees of the National Furniture Warehousemen's Association.

If the shipment is uninsured the consignee must either pay a cash deposit or give suitable security for the payment of the general average contribution to the owners of the vessel. This may be done by having some surety company or individual guarantee his bond.

If the shipment is insured the consignee must sign the general average bond and his underwriters will sign the guarantee. The bond and the guarantee must both be acceptable to the steamship owners; otherwise the consignee will have to pay the general average

deposit referred to and claim refund of it from his underwriters.

General average provides a condition of marine shipping which has no parallel in the conditions surrounding rail shipment, and while the average individual is more or less familiar with the conditions of rail shipment, unless his business brings him in contact with foreign commerce he is quite likely to be ignorant of the conditions surrounding water borne shipments.

In addition to the general average charges, the ordinary marine policy written to cover shipments of household goods, covers also additional risks, such as perils of the sea, fire, theft, pilferage, etc. These risks are gathered under the head of "particular average" as distinguished from general average losses already described. The risks which the insurance underwriters are willing to insure differ with different classes of voyage and destination, and the premium charge varies with the risk.

Consequently it is important for the shipper of household goods to inquire and understand thoroughly what risks he is having covered by his policy, so as to avoid misunderstanding and disappointment in the event of loss.

Marine insurance policies are generally described in a phraseology and by

abbreviation that, while thoroughly familiar to men in the insurance and shipping trade, are Greek to the average person, so it may be well to pause for a moment to define these descriptive phrases.

As has been said, general average and salvage charges are always covered in the marine insurance policy, and so is a total loss from "marine perils" or "perils of the sea," as the phraseology of the policy has it. Partial losses, which the marine underwriter refers to as "particular average," are covered only as the policy or certificate specifies.

The ordinary or basic policy usually written by all marine underwriters covering household goods shipments anywhere is known as F. P. A. E. C., which means "Free of Particular Average (English Conditions)", unless the vessel be stranded, sunk, on fire or in collision.

F. P. A. (American Conditions) is the same policy with this important exception, that the insurance company is not liable unless the loss or damage resulted from sinking, stranding, burning or collision.

On consideration it is apparent that there is quite a difference between the American Conditions and the English Conditions, which are much broader, as under the English Conditions clause it is only necessary to prove that the vessel stranded, sank, was in collision or on fire at the same period during the voyage on which the particular cargo was partially lost or damaged, to collect under the policy, whereas under the American Conditions clause it is necessary to prove that the loss or damage claimed was directly occasioned by the aforementioned casualties.

3% Particular Average

UNDER an insurance policy containing the 3 per cent particular average clause the shipment would be insured against loss or damage from fire, sinking, stranding, and in addition would include losses by other marine perils such as sea water or heavy weather damage, if amounting to 3 per cent of

In the next article, to appear in the November issue, Mr. Aspinwall will discuss other forms of insurance covering rail shipments and travelers' baggage, and the procedure in case of making claims under a policy. "Adjusting Claims" will be the title of the November article.

the value of the cargo. Thus, if the cargo was valued and insured for \$1,000 the insurance company would be liable for the full amount of loss by fire, collision, etc., but no claims would arise from heavy weather damage if the damage did not amount to \$30 or more. If the damage amounted to \$30 or more, the \$30 would not be deductible, but the full loss could be collected. If the policy contained a clause agreeing to pay particular average loss, irrespective of percentage, then all proven losses arising from marine perils no matter how small would be collectable.

Theft

A CLAUSE insuring against theft is usually phrased and understood to cover the theft of an entire shipping package; that is to say, an entire package must be stolen. Otherwise there is no recovery. Even where the entire contents of a package have been stolen, but the container itself remains, and the entire number of cases in the shipment arrive at destination, the underwriters would not be liable. The theft clause is obtainable in nearly all cases, no matter how remote the destination of the shipment.

Theft and Pilferage

THIS clause offers a great deal more protection to the shipper of household goods. The policies containing it cost more and it is not obtainable at any price on shipments to certain destinations, in particular to many of the countries of South America, to the re-

moter parts of the Near and Far East, and generally to places where the conditions surrounding the handling and delivery of shipments are such that it is difficult to locate the responsibility for pilferage and to obtain redress.

The underwriters also usually consider as an important element in the risk the reputation of the packers and the precautions that they are known to exercise in protecting their shipments to make pilferage difficult.

All Risks of Transportation and Navigation

SUCH a policy covers the shipment against all risks incident to the transportation, including damages caused by fresh and salt water, shifting of cargo, breakage due to handling, use of hooks, theft, pilferage, non-delivery, etc.

All Risk Whatsoever

THIS is the broadest coverage used in marine insurance and means exactly what it says. This coverage is granted only on a limited number of articles, such as bullion, etc., jewelry, and a few other valuables. It is not applicable to shipments of household goods or ordinary merchandise. Such a policy insures the shipment against loss arising from any cause during transportation.

War, Strike, Riots and Civil Commotion

MOST policies exclude the risks arising from these causes, but for a trifling fee in times of peace this risk can be covered. At time of war, of course, it is a most important clause, and the premium for such a clause is a very high one.

Patronize Home Companies!

IT is appropriate to say here that American insurance companies have ample capacity to take care of all insurance required by American shippers, so that it is no longer necessary for shippers to seek coverage in the London or other foreign insurance markets, and American shippers should patronize American insurance companies.

"It's the Starred Listing That Gets the Business"

IN the 1929 Warehouse Directory, to appear as part of the January, 1929, issue of *Distribution and Warehousing*, more listings of the companies in the industry will be Starred than ever before. This is because the value of the Star is now recognized.

☐ Hundreds of 1928 listings, O.K.'d for 1929, together with scores of new Information Sheets, have been received. Most of them have been sworn to before notaries public, assuring the interested companies that their listings will be Starred in 1929.

☐ A few of the returned 1928 listings and new Information Sheets have not been notaried. To the executives who sent them, this message—

☐ Information not notaried will not be Starred in next year's Directory.

☐ The presence of the bold face Star after a company's listing will indicate that the information contained therein was sworn to. Consultants—national distributors, warehousemen, bankers, railroad officers, Government officials—know the significance of the Star.

☐ And so this opportunity:

☐ Any storage executive who has sent information that was not notaried may yet rectify his mistake. He can do so by asking *Distribution and Warehousing* to return the sheet which he sent. By doing so, and then having the information notaried, he will make certain that his company's listing will be Starred in the 1929 Directory.

☐ Please act promptly!

"It's the Starred Listing That Gets the Business!"

FROM THE LEGAL VIEWPOINT

By Leo T. Parker

Sale and Chattel Mortgage

LEGAL EDITOR, *Distribution and Warehousing*: Please explain the legal difference between a sale and a chattel mortgage. How can I definitely know whether a transaction legally changes ownership to goods?

At present I have a controversy at hand and I am unable to determine whom to sue for storage charges.—*Rockford Warehouse Co.*

ANSWER: In *Guilford-Chester Water Co. v. Town of Guilford*, 141 Atl. 880, the Court explained in detail the distinction between a sale and a chattel mortgage, as follows:

"The distinction between a sale of personal property and a mortgage of such property is that the former is a transfer of the absolute title therein for a price, whereas a mortgage is at most a conveyance of property as security for the payment of a debt or the performance of some other obligation, subject to the condition that on performance title shall revert in the mortgagor. The controlling consideration in determining whether a transaction is a sale or a mortgage is the intention of the parties, ascertained in view of all the circumstances, as to the purpose which the transaction is to effectuate. If it resolves itself into security for a debt or other obligation, it will be held to be a mortgage; otherwise a sale.

"Among the facts to be considered in ascertaining such intention are whether there has been a change of possession; whether there is a great disparity between the value of the property and the price; whether the sale is accompanied by a defeasance; whether there is a provision for redemption or an agreement for a reconveyance; whether a borrowing or lending accompanies the execution of the instrument or is contemplated thereby or at the time; and, most significant of all, whether there is a continuation of indebtedness on the part of the seller.

"The absence of personal obligation on the part of the vendor shows that the transaction was *not* a mortgage.

"The general test to be applied is:

"If the transfer is intended merely to secure an existing indebtedness it is a mortgage; but if the debt is extinguished, or if the money advanced is not by way of a loan, and the grantor merely has the privilege of refunding if he pleases and thereby entitling himself to a reconveyance, the transaction is a conditional sale. The fact that

there is an agreement to resell the property to the seller at a fixed price or that he has an option to repurchase it does not, of itself, establish that the transaction is a mortgage, especially where there is no debt secured and no obligation to repay."

Warehouseman's Lien Supersedes Landlord's Lien

IN many instances warehousemen have been subjected to litigations involving the priority and superiority of warehousemen and landlord's liens.

Generally speaking, a warehouseman forfeits his right to a lien on stored goods by permitting anyone to take the merchandise from his possession. However, a landlord retains his right to a lien on a tenant's crops, furniture, or other property, although the owner re-

a sale to a *bona fide* purchaser would operate a destruction of the lien. * * * Whenever a waiver of the lien is claimed from the consent of the landlord to the removal of the crop, all the attendant circumstances must be considered, and from them the inference drawn, whether there was an intention to waive the lien, or whether strangers dealing in good faith, upon the possession of the tenant separated from the possession of the rented premises, have been misled. . . . Whether such a lien is waived, or not, is chiefly a question of intention, to be determined, like other questions of fact, by the circumstances of each particular case."

On the other hand it is important to know that a landlord's lien is superior to the right of a purchaser of the subject of the lien, where it is proved that by the application of ordinary care the purchaser should have been informed of the relation between the landlord and tenant.

For instance, in *City National Bank of Decatur v. Nelson*, 117 So. 681, it was disclosed that a person, who was informed that a tenant owed his landlord a sum of rental money, purchased personal property from the tenant and sold it to another *bona fide* purchaser. The landlord instituted legal proceedings against the purchaser of the goods. The Court explained the law, as follows:

"It is also true that there cannot be a total or entire destruction of the lien until the crop is disposed of and the proceeds are beyond reach of the landlord. . . . There was evidence from which the jury could infer that the defendant [purchaser] not only knew that Sims [tenant] was the plaintiff's [landlord's] tenant, but that the cotton was grown on her place and was subject to her lien. At any rate, there was proof of such facts that the defendant could have easily ascertained that the cotton was subject to the plaintiff's lien, facts which would have put a prudent man on inquiry and which if followed up would have disclosed the plaintiff's [landlord's] claim. . . . It is contended, that this rule has been changed by the uniform warehouse receipt Act and that a purchaser is protected, unless he has notice of the claim of another and is not chargeable with facts which would put a prudent man on inquiry, and which if followed up would lead to a discovery of the said claim. We cannot agree to this contention, and do not think that the Act in question was intended to change or modify a well-defined definition or rule as to what constituted a *bona fide* purchaser."

What Don't You Know?

MR. PARKER answers legal questions on warehousing, transfer and automotive affairs.

There is no charge for this service.

Write us your problems. Publication of inquiries and replies gives worth-while information to you and to your fellows in business!

moves it from the landlord's premises, unless it is shown to the satisfaction of the Court that the latter consented that the tenant remove the property.

For example, in *Pelzer v. Mutual Warehouse Co.*, 117 So. 165, it was shown that a tenant by consent of his landlord removed crops from a rented farm and stored them with a warehouseman. Later the landlord sued the warehouseman to recover the merchandise on the ground that the lien for rent was superior to the warehouseman's lien for storage and advancements.

However, in view of testimony disclosing that the landlord had permitted the tenant to remove the crops from the premises with knowledge that the latter intended to place them in storage, the Court held the warehouseman's lien superior to the landlord's lien, quoting:

"If the landlord consents that the tenant should remove and sell the crops,

Liability for Mixing Stored Merchandise

THE law is well established that a warehouseman is liable where he negligently or purposely mixes, in an indistinguishable mass, stored property belonging to several customers.

In *Kinney v. Cullman County Farm Bureau*, 117 So. 189, it was shown that a warehouseman mixed his own merchandise with a customer's goods. Later the warehouseman was unable to separate the two masses and the customer filed suit, claiming legal title to the entire mass as the warehouseman was unable to definitely distinguish the customer's property from his own goods. The Court held the warehouseman liable, saying:

"If by reason of plaintiff's [warehouseman's] willful wrong or culpable negligence its property became mingled in an indistinguishable mass with that of defendant or defendant's vendor [patron] the entire property belonged to defendant or his vendor whose property right was thus invaded. But, if he consented to the confusion no change of property right followed. And, if the goods could be distinguished and separated, no change in property right takes place. . . . If the mixture is indistinguishable, not capable of a just appreciation and division, according to the original rights of each, then the party who occasions the wrongful mixture must bear the whole loss."

Distinction Between Common Carrier and Warehouseman

THE law is well established that a common carrier is liable for loss or injury to goods except where such loss is occasioned by a public enemy or an act of God, such as wind, rain, lightning, etc., or inherent defects of the goods.

However, a warehouseman is liable only where the injury is caused by his lack of ordinary care.

Therefore it is advantageous for a warehouseman who is sued for loss or injury to stored merchandise to prove that he was legally a warehouseman when the loss occurred.

For example, in *Walworth Bros. v. Guerin*, 142 Atl. 613, it was shown that, at the request of a spinning company, yarn was placed on a transfer company's motor truck on a Saturday afternoon in compliance with an understanding that the truck and yarn would be stored until the following Monday and the yarn then be transported and delivered at the given address. On the Sunday following the loading of the yarn it was damaged by a fire which was caused by a mechanic dropping an extension light.

The spinning company sued the transfer company, contending he was a common carrier and liable for the loss. The latter attempted to avoid liability on the grounds that he was a private carrier and also because he was liable merely as a warehouseman, as the yarn was destroyed when it was in storage.

The lower Court held the transfer company liable, but the higher Court reversed this verdict, saying:

"The defendant did a trucking business under the name of 'J. J. Guerin Teaming & Trucking Company.' He contended that he was a private, and not a common, carrier of goods. On the sign attached to his place of business were the following words: 'J. J. Guerin Trucking & Teaming, Trucking Everywhere and Everything Safe, Furniture, and Pianos, Boilers' . . . The defendant contended that, even although he should be deemed to be a common carrier, he accepted the yarn, not as a common carrier, but as a warehouseman, for storage from Saturday until Monday. . . . Delivery of goods to a carrier raises a presumption that it receives them as such, and puts on it the burden of showing that it received them only as a warehouseman. . . . By the instruction the jury were told that they could find against the defendant [warehouseman] even though he did not hold the yarn as a common carrier, provided they were satisfied that the damage to the yarn was caused by the defendant's negligence. . . . However, it was a question for the jury on all of the evidence whether the defendant was a common carrier and accepted the yarn in such capacity."

Ownership of Receipts and Goods

IN *Bowen v. Bearden*, 117 So. 622, it was held that any person is the legal owner of a warehouse receipt indorsed to bearer, providing such person obtains honest possession of the receipt.

In other words a person who innocently purchases a negotiable warehouse receipt from a thief is the legal owner of such receipt. This Court said:

"If issued to the owner and by him made to run in favor of the bearer, or if by him indorsed to bearer, it cannot be said one who has obtained possession without his consent may not pass to a pledgee a good title in any event."

Construction of Lease Contract

IT is well settled that the Courts construe lease contracts in accordance with the intentions of the parties, or strictly in consideration of the expressed meaning.

For illustration, in *Corporation of Frederick Scholes v. Theodore Ficke Warehouses*, 210 N. Y. S. 341, a leading case, it was shown that a lease fixed the rent at "fifty cents per square foot, to be computed on the area of said premises, excluding in such computation all exposed and uncovered driveways and yard spaces." There were several buildings on the demised premises, of varying sizes. The warehouseman contended that the rent should be computed on the basis of the ground area, and the other party argued that the basis should be the floor area.

The annual Warehouse Directory is the recognized reference book of the industrial sales and traffic manager.

In holding this expression referred solely to the ground area, the Court said:

"If floor space were intended, how easy and natural the use of that term would have been in the lease. If floor space and area of premises were at all synonymous, it seems to me that in paraphrasing the lease in the complaint the words 'floor space' would have been used. . . . The lease is not ambiguous."

Care Required of Gratuitous Keeper

IN speaking of the degree of care required of a firm or person who keeps or stores another person's goods without compensation, the Court, in *Lincoln Reserve Life Ins. Co. v. Armes*, 117 So. 46, said:

"There can be no doubt as to the soundness of the argument that a gratuitous bailee owes only a slight degree of care to preserve or protect the goods of the bailor and is only liable for gross negligence or misconduct resulting in the loss or destruction of same. But this rule does not exonerate or relieve such a bailee from being answerable for the conversion of said goods."

Summary of Important Cases

A MORTGAGEE may sue, before or after foreclosure, to recover damages from persons who effect injury to the mortgaged property (143 S. E. 441).

Second mortgage may be held prior to the first mortgage, where the latter contains erroneous description of the mortgaged property (5 S. W. (2d) 1115).

A lien can exist only by express provisions of a statute and the rights of the parties are fixed strictly by the terms of this lien. (117 So. 145).

Chicago Furniture Dealers Join to Spread Leasing Dates

Furniture dealers of Chicago have united with the Chicago Home Economics Council in an effort to quash the semi-annual rush of loaded moving vans, expired leases, and "apartment for rent" signs.

At a recent luncheon, representatives of ten furniture companies met and voted to back the movement of making October 1 of this year the last of the heavy moving days. Asserting that the present system of moving had "become an ogre to Chicago's apartment dwellers," Oliver S. Turner, chairman of the council, explained that the plan was to make the first of each month moving day.

"Over \$2,000,000 worth of furniture is stored by local companies for periods from thirty to sixty days after purchase by the uncertainty of the buyers' renting plans due to these moving days," he said. "This causes the firms to lose the interest on that much money for sixty days and when delivery is called for the service is clogged with other orders of like nature, making delivery very slow."

"Two Bits" is written
For your perusal.
We will countenance
No refusal—

TWO BITS

A Bit Here, A Bit There

—So read this page,
lads. Take a chance:
Lit'ature, Politics, Golf
& Romance!

Vol. IX. No. 4

Gotham, October, 1928

AFTER Ye Ed. was late with last mo.'s *Two Bits* we uttered a resolve to write this mo.'s on the 1st day of Sept. so as not to have the composing room jumping on our neck again. We did not quite keep up to our new schedule, on a/c it is now 17 min. to 2 (P.M.) on Sept. 20, but we are 1 day ahead of last mo., which shows we are progressing, which we will give you some statistics to show that it is so:

Date of Issue (1928)	Date When "Two Bits" Was Written
Jan'y	Dec. 23, 1927
Feb'y	Jan. 25, 1928
March	Feb. 24, 1928
Ap'l	March 26, 1928
M'y	April 24, 1928
June	May 24, 1928
July	June 23, 1928
Aug't	July 22, 1928
Sept'r	Aug. 21, 1928
Oct'r	Sept. 20, 1928

That proves that we have made steady progress during the past 3 mos. from Aug't to Oct'r respectfully, & we contend that in the face of this record the composing room has no valid reason to jump on our neck. Lucky is the man engaged in the storager's business, on a/c he does not have to suffer a composing room foreman's sarcasm.

BUT so far as we can determine, about all the value there is to the foregoing statistics is that they help fill the current *Two Bits*. Storagers' contributions to help fill, are consistently negligible. In fact the only thing we have rec'd is what purports to be verse manufactured by Miss Adelaide H. Wright about Arthuh Smith, the Wash'ton, D. C. storager. We have never met Miss Wright, but if it was some of Arthuh's hospitality that inspired Miss Wright to write we would like to meet Miss Wright during the progress of the hospitality, as we conjecture that a good time could be had by all, well here is Miss Wright's effusion:

Oh, Arthur needs must have a poem
But the darned old head won't work*;
So here's an ode** to Arthur Smith,
For my duty*** I mustn't shrink.

But poetry is not what he needs.
'Tis a book of historical pranks,
For he never heard in all his life
That Bull Run was won by the Yanks.†

But though he's not up in history,
As a host he sure plays his part,
And the height of hospitality
Is spelt by the name of "Art."††

WELL, Miss Wright and Ye Ed. having got that out of our systems we will tell you about a good one that was pulled at the green baize table at Goth-

*Showing what buttermilk does to a lady.

**We were wondering.

***How we do love conscientious girls!

†An American League baseball team.

††This is a pun.

Our exclusive photo showing Al'd Smith
voting for Herb't Hoover for U. S. A.
Prexy

am's Newspaper Club the other night. Of 6 men & 1 *Two Bits* editor seated, all were (& are) for Hoover for U. S. Prexy except Eddie Jackson, the far-famed photographer of the *Gotham Mirror*. The conversation turned, between pots, as to whether U. S. Prexies have a sense of humor, & Eddie maintained that Cal Coolidge & Herb Hoover have none whatever.

"Has Al Smith got a sense of humor?" Eddie was asked:

"Sure he has!" Eddie exclaimed loyally.

"Well, then," pursued the questioner, "what's he running on the Democratic ticket for President for?"

You should have heard the laugh that resounded at Eddie's expense. Ye Ed. joined in, too, but we would have enjoyed the great hilarity more if Eddie had not produced 4 kings at that moment, we having only 4 queens, named Molly, Dolly, Polly & we forget the other one's name.

SPEAKING about Al Smith reminds us of a conundrum which we will ask you: How could you expect 1 Smith to make a success of being President when it takes 2 to make a cough drop?

That was a good one.

GETTING back to statistics, we observe that the U. S. Dept. of Commerce has announced that 1,320,263 golf balls were imported into the U. S. during the 1st 5 mos. of this yr as compared with 1,270,661 during the correspond'g period of 1927. This is an increase of 49,602, & it is a peculiar circumstance that that is exactly the no. which Ye Ed. lost in the rough or in ponds while playing (?) in N. F. W. A. convent'n tournaments in 1927. The country's do-

mestic golf ball manufacturers owe us a debt of gratitude for taking care of the foreign competi'tn.

ALL of which will show what storagers who follow *Two Bits* are obliged to read because they do not cooperate by sending us contrib'ns. If we don't get any help pretty soon the only thing we can resort to will be to resurrect our 3 lady moth-detectives, Pellionella, Bisselliella & Tapetzella, & describe their further adventures in their search for information, on be½ of the storagers' industry, as to where & when the convent'n of the Nat'l Assoc'n for the Protect'n of Moths in Storage is to be held. When the doings of the trio was last chronicled the 3 was in dire straits in Wiquitiquock, Conn., Grand Rapids, Mich., & Hollywood, Cal., but they all escaped & have reported to Ye Ed. for further duty in the interest of storagers, & if we get as many as 1 request to forget them we will tell you more about them.

YE Ed. has heard rumors that Ye Ed. contemplates to get married, but upon being interviewed our reply was that we have not yet been able to convince a Certain Party that the rumors are true. When further pressed for information we admitted that we had popped the question O. K., in a moment of full sanity, but we maintained stoutly that our eloquence, though uninspired by 1 or more quaffs of buttermilk, was not given the consideration which we believed was deserved on an occasion so serious in the existence of the two persons potentially involved. When further interviewed we authorized the statement that if eventually we had anything definite to announce we would give the story to *Two Bits* exclusively, but granting secondary rights of publication to *The Merchandise Warehouseman* and *The Furniture Warehouseman*, which, if the Certain Party finally says all is O. K. & those two contemporaries spell her name wrong, we will cancel our subscriptions, & they shouldn't try to alibi themselves by blaming the error on the typesetters on a/c that is our prerogative exclusively.

We will conclude this subject & this page by stating that if the Certain Party does finally say that all is O. K. we are going to warn her to lay off playing bridge at conventions with the wives of certain storagers whose names we will not mention here but they well know whom we mean. We still owe 1 of them 40c on a/c she could not change a \$1 bill when we was rushing off to catch our train back to Gotham.

Our exclusive photo showing Herb't
Hoover voting for Al'd Smith for U. S. A.
Prexy

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Warehouse Directory (subscription to Distribution and Warehousing included) 3.00
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By H. A. Haring

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Regular Edition to A.W.A. members: Vol. I, \$10; Vol. II, \$5. Both 12.50
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De Luxe Edition to non-members: Vol. I, \$20; Vol. II, \$10. Both 25.00

Please Send Payment With All Orders

Give Your Show Windows a Show— and They Will Show Results

*A Chat on the Value of Warehouse Displays as a Business-Getting
Medium—With Some Hints on "How"*

By FRED MERISH

WINDOW displays play an important rôle in general merchandising methods, some commercial experts contending that from 33 1/3 to 50 per cent of a store's sales are the direct result of show window exhibits. A recent survey by statisticians in California disclosed that 178 of every thousand inhabitants in a town passed the show windows of an establishment in a business section every twelve hours; therefore, if a town had a population of 50,000 and your warehouse or branch office was located near the main street, approximately 8900 people would pass your doors during the waking hours of the day.

These figures may have no interest for the warehouseman whose plant is located on the outskirts or who has no show windows in his building, but they emphasize the tremendous advertising possibilities in window displays, so if a warehouseman has show window space at his plant or at the branch office, and if these locations are in good traffic areas, he is losing a big opportunity

to tell the public about his service unless he runs effective window exhibitions.

As a matter of fact, where passersby are numerous, some warehousemen might profitably cut through the front wall and insert a few coaxing show windows to help sell more storage and transportation.

The average warehouse window display, whether at the plant or the branch office, consists of printed placards regarding storage, packing and transportation and sometimes a few photographs of the company's plant or trucks. This is not sufficient utilization of valuable advertising space. If you are going to use show windows at all, you may as well get your money's worth.

The public will judge your organization by the way you dress your windows because "from the outside looking in" the populace has nothing else on which to base conclusions. Therefore such exhibits should be carefully planned to create impressions favorable to your warehouse.

Some Examples

CONSIDER the Iron Bound Storage Co., Newark, N. J. This plant is located where traffic is fairly heavy, and last year, during the early part of June, the management placed a few big palms in the window, sanded the floor, and put a beach chair in the center in which lolled a nattily attired damsel. A placard in the window read:

Store Your Household Effects
With Us While
You Are Away This Summer
Then
You'll Have Nothing to Worry
About

Windows of this kind are timely, full of interest and therefore pull business.

Another warehouseman, up-State in New York, plans many of his displays with dolls. They are good performers and ask no salary for making demon-

strations. Pose them in your window doing various things. Women spend 80 per cent of a wage-earner's earnings and they direct the disposition of most household transportation and storage, so stage your show window for them primarily. And as this New York warehouseman found out, an effective method of ensnaring a woman's attention is to put a few pretty dolls in the window doing something. One of these exhibits showed two dolls—one a housewife and the other a husky furniture mover—standing in a room with furniture scattered here and there. A placard at the side read:

MRS. IMA DOLL:—Oh, how lovely! Not a piece of furniture scratched and you moved it more than 350 miles.

Similar effective tableaux can be arranged with doll performers, and they usually play to interested audiences.

Planning in Advance

SOME merchants arrange for their window displays a year in advance, but a warehouseman need not work this far ahead. However, don't suddenly take a notion to doll up your windows. Plan them a few weeks ahead, changing every two weeks or month according to location and traffic conditions. If careful attention to show windows will bring you five new customers a month it should be well worth the trouble and expense to dress your windows effectively.

Displays should be tested for the following qualifications:

- 1.—Attention value.
- 2.—Timeliness.
- 3.—Simplicity of idea.
- 4.—Neatness.
- 5.—Use appeal.
- 6.—Completeness.
- 7.—Arrangement.
- 8.—Lighting effect.
- 9.—Price appeal.
- 10.—Psychological appeal.

If a show window possesses the majority of these ten tip top tests you can rest assured of a sales-coaxing display.

Do not put too many window cards or too much material in your show windows. Landscape your displays. Fol-

low Nature's method with its hills and valleys. Get away from straight lines and checkerboard effects.

For backgrounds use lighter tans, creams, grayish or yellowish tints, which will help you to eliminate shadows in connection with illuminated displays. Mahogany or dark walnut backgrounds are not good for night displays, as they act as mirrors, causing too much reflection. If you rent a branch office in a busy section downtown and the store window has a dark background, you can change it readily with plasterboard painted an attractive color. Some warehousemen have two or three different colored window backgrounds made of this material, changing them frequently in plant show windows or at the branch office.

Lighted—Crepe

IN connection with illuminated window displays it is better to use the indirect method of lighting instead of the direct, as the latter causes a bright glare to shine in the eyes and often repels, whereas the indirect system carries a more subdued glow.

Then, too, never bathe your nocturnal displays in brilliant colors such as red, orange or purple. They are hard on the eyes, also. Use, instead, amber lights or some other soft color.

However, in order to produce a contrast in a night display it is not a bad idea to throw a flashily colored spotlight on the featuring unit or window card in your exhibition. Also put this star attraction on the "eye center." This is the spot in the center of your show window just above the level of the average person's eyes. Expert window dressers

always reserve this place for merchandising headliners.

Illuminated flash signs are excellent attention getters at nights. So are spotlights; but if you use a spot, utilize warm colors in the winter and cool colors in the summer. Red, yellow and orange are warm colors, whereas blue, green and purple give a cool impression.

Artistic displays with colored crepe paper, which are so popular today, can be used effectively but must tie up in some way with warehousing and storage. Timely, spectacular displays, however, do not necessarily have to sell warehouse service. For instance, around Hallowe'en a big pumpkin can be shown on the "eye center" bathed in a warm colored light with corn stalks and eery things around. Such windows are effective but unless featuring some historical or current event of interest it is best to sell the public on your warehouse and transportation service.

Clean Windows

MOTION displays are about the most effective window exhibitions that can be devised, and it pays to use them if the cost is not prohibitive. One Pennsylvania warehouseman has a miniature moving van running on tracks round and round in his window, and a sign at the rear reads:

WE GO ANY TIME.
ANY PLACE,
ANYWHERE

But motion displays, in order to produce results, should also pertain to warehousing and its branches. A live monkey in a window would give you plenty of motion but his monkey-shines wouldn't get one job.

Finally, see that your window panes are highly polished at all times. Here are a few tip-top tips on keeping them bright and clean, and this information may be of use to you in other parts of your plant. Give a worker good light and he'll turn out good work, so don't let dust, dirt or grease on windows cloud his vision.

Cleansing the Glass

IN washing windows have the water slightly warm but put a little ammonia in it; no soap. Always wash windows while the sun is not shining, otherwise it will leave streaks; and this applies to either inside or outside work. Clear water with ammonia applied with sponge or brush wiped off with a good rubber will give you sparkling windows.

The inside of a window should be washed with tepid water applied with chamois skin, using no soap or powder of any kind. Dry with chamois, or polish with cheesecloth.

One ounce of pulverized whiting, one ounce of grain alcohol, one ounce of liquid ammonia and one pint of water applied with a soft cloth after first having sprayed window to remove surface dirt, will give you highly polished show windows after it has been left to dry, then rubbed off with a polishing motion.

And in conclusion, we might offer this merchandising axiom:

Give your show windows a show and they will show you results.

A 2250-Mile Journey by This Motor Van: Sioux City to Los Angeles in 80 Hours

LOADED with household goods, the GMC motor truck shown in the accompanying illustration recently made a trip from Sioux City, Iowa, to Los Angeles, and Milo W. Bekins, president of the Bekins Van & Storage, Los Angeles, believes this was a record journey on a job of this character.

Driven by Gordon W. Meade, operating executive for the Bekins Van & Storage Co. in Sioux City, the van left the latter place on June 23 and arrived in Los Angeles on July 8. The mileage of the trip was 2250 miles. The actual running time of the vehicle was 80 hours. Average speed, 28.1 miles an hour.

Mr. Meade carried a letter from Iowa's governor to California's and also a letter from Sioux City's mayor to the mayor of Los Angeles. In the accompanying picture, taken in front of the City Hall, Mayor Cryer of the California metropolis is shown receiving the Sioux City executive's greetings from the hands of Mr. Meade, the other two men being Duane H. Jaques, manager of the GMC branch in Los Angeles, and H. Charles Sieck, head of the agency which is the

advertising counsel for the Bekins interests.

After arriving in Los Angeles the truck continued on to Hollywood, San

Francisco, Berkeley, Oakland, Sacramento, Portland, Tacoma, Seattle, and Vancouver, B. C., where Bekins depots are operated.



A household goods van which traveled from Sioux City, Iowa, to Los Angeles—2250 miles—in eighty hours

Public Warehousing and Established Law of Contracts

Ninth of a Series of Legal Articles

By LEO T. PARKER,
Attorney-at-Law

PROBABLY the information most important to warehousemen, with respect to the law of contracts, would consist of a simple rule for determining when a contract is valid.

Obviously an invalid contract may not be enforced by either party, and therefore litigation of it always is unprofitable. Consequently considerable trouble and expense can be eliminated by warehousemen who are able, by reference to a rule, to write a valid agreement and by a similar method distinguish an invalid from a valid contract.

It is well established that a contract is valid and enforceable providing:

1. One party submitted an offer which the other party accepted in detail.
2. Neither party deceived, misrepresented, or exerted unlawful influence with respect to the other party to obtain the contract.
3. Both parties agreed absolutely to perform a definite act or thing.
4. Both parties were of legal age and of sound mind when the contract was made.
5. Both parties had proper authority to make the contract.

A STRIKING example of this important phase of the law of contracts is found in the very recent case of *Eastern Advertising Co. v. Shapiro*, 161 N. E. 240. An advertiser and an advertising agency company entered into a contract by which the latter agreed to furnish the former with certain billboard space during April, May and June.

The salesman verbally promised the advertiser that the advertising company would furnish a sales crew to solicit prospective customers, and that the present contract for space was to be experimental and if the results were not satisfactory the contract would not be enforced.

The advertiser refused to fulfill the terms of the written contract because the sales crew promised by the salesman was not supplied. The advertising company sued the advertiser for breach of the contract. This Court held the advertiser liable and explained that testimony pertaining to verbal promises

6. The objects of the contract were lawful and not against public policy.

Generally speaking, excepting agreements pertaining to real estate and long term leases, an oral contract is equally as effective as a written one and both are governed by practically the same rules of the law. The important difference between a written and an oral contract is that the parties must introduce evidence to prove the contents of an oral contract, whereas the courts construe a written contract *strictly* in consideration of the written words. Moreover verbal promises or agreements have absolutely no effect to vary the meaning of a written contract, unless it is shown that such verbal promises were made to fraudulently induce the other party to enter into the contract.

As a matter of fact many litigations have been instituted by parties who do not know that the Courts will not permit introduction of verbal testimony to vary the meaning of a written contract. These persons invariably lose the suit. The only circumstances under which verbal testimony may be introduced to relieve a party from fulfilling the obligations of a written contract is to prove fraud, unavoidable mistake and the like, or to explain the meaning of ambiguous or uncertain meaning of parts of the agreement. (285 S. W. 558.)

Next Month

THE tenth of Mr. Parker's series of legal articles is called "The Warehouseman's Liability for Damage or Loss of Goods" and will appear in the November issue. This is a subject which was discussed at the summer convention of the National Furniture Warehousemen's Association, and Mr. Parker covers it informatively, with Court decisions to support his contentions.

made by the salesman were not admissible to vary the terms of the written agreement.

On the other hand, it is important to know that a firm always is responsible for the acts which its representative commits within the scope of his au-

thority. Moreover, a general authority to transact business may be conferred purposely or unintentionally on a representative, under which circumstances the firm is liable for contracts given to purchasers.

However, the liability of a firm for the contracts made by its agent cannot be determined merely by the authority which the representative says he possesses, as usually controversies of this nature are determined by the Courts only after a very thorough investigation of how the warehouseman became informed of the agent's authority to represent his employer in the particular transaction.

For these reasons, the advertiser in the foregoing case was not permitted by the Court to complain that he had been fraudulently induced to make the contract.

In other instances, one party to a written contract makes certain verbal statements directly contradictory to the contents of the written agreement.

Later, when litigation arises, the complaining party attempts to defend his case by introducing testimony pertaining to the verbal statements. However, the Courts have repeatedly held that where verbal statements merely contradict the written statements, evidence of these oral statements will not be admitted, and the litigation shall be decided strictly in accordance with the legal construction of the written parts of the contract.

Implied Contracts

A CLASS of contracts, well represented in litigations and which are neither written nor oral, are termed implied contracts.

Moreover, although it is well settled that a warehouse receipt is a form of a written contract, several important phases of the implied contract law involves warehouse receipts.

Generally speaking, the difference between an expressed contract and an implied contract is that in the former the parties agree to their obligations, whereas an implied contract results from the peculiar relation of the parties. The Courts imply existing obligations, although neither party has expressly agreed to perform a definite act.

In other words, although no actual verbal or written agreement exists between two parties the circumstances may be such that the Court will decide that contractual obligations were assumed.

In a leading case, *Jones v. Tucker*, 84 Atl. 1012, the Court concisely explained the law pertaining to the different classes of contracts, as follows:

"A contract is defined to be an agreement between two or more persons, for a good and sufficient consideration to do or not to do a thing. It is not necessary that a contract be in writing, and may be either expressed or implied. An expressed contract is one where the terms of the agreement are stated in so many words; and an implied contract is where the law presumed a promise on the part of the party benefited."

Expressed and implied contracts are clearly differentiated in the recent case of *Coward & Danger v. Bush*, 139 S. E. 920. In this case it was disclosed that various owners stored cotton in a warehouse. The receipts were negotiated by almost all owners of the stored cotton, as is customary with this class of warehouse patrons. The latter warehouseman decided to increase the storage charges and notified all of the known holders of the new rates. The unknown holders of the warehouse receipts, of course, were not notified.

In the litigation which developed over the payment of the increased rates the Court held the warehouseman under an implied contract not to increase the rates charged when the cotton was placed in storage, saying:

"Where the owner of cotton places it in storage with a warehouseman at an agreed or implied rate, the charges on the cotton already stored could not be increased unless the party storing it ex-

pressly or impliedly consented thereto. This is true, notwithstanding the receipts issued for the cotton were negotiable, and for this reason the warehouseman may have had no exact knowledge as to the ownership of the cotton at the time of the proposed increase in the storage rate."

On the other hand a warehouseman who accepts household goods, saleable merchandise for distribution, and the like, for storage with the expressed understanding or agreement that the charges are payable monthly, and subject to changes, may at any time notify the owner of the goods that increased storage charges are to be in effect at the beginning of the succeeding storage month.

In one instance the warehouseman accepts the goods for storage knowing that the receipts therefor will be negotiated, and he does not inform the persons who stored the goods that the rates may be increased. Under these circumstances he implies that the rates shall not be increased.

In the other instance the goods are accepted for storage either with the expressed understanding that the rates may be increased, or, as the storage contract is month to month, the title in the goods generally remains in the name of the party who places them in storage, who can be notified of changed rates.

Implied Contract to Pay for Warehousing Services

IT is important to know that a warehouseman may collect reasonable charges for any and all work or expenses, such as advances, packing, crating, cartages, removal, repairs, and the like, he may incur, as a result of stored merchandise, irrespective whether the owner agrees to pay the charges.

For example, in *Weinberg v. St. Louis Cordage Co.*, 116 S. W. 461, the Court in explaining this phase of the law, said:

"Strictly speaking, the question of intention between the parties is wholly immaterial in those cases where the law implies a contract. In other words, the law implies contracts under circumstances where the minds of the parties do not meet on a given subject, as for instance, where a party which without an intention to pay therefor requests another to perform services for him. In such cases, unless it appears the party rendering the labor intended it should be gratuitously performed, the law will imply a promise to pay. In such a case, though it is certain there was no meeting of the minds, the law nevertheless implies a contract to pay."

Also, in the recent case of *Browning v. River Farms Co. of California*, 255 Pa. 48, it was shown that warehouseman supplied new containers for stored merchandise without receiving orders from the owner. The latter refused to pay the charges, contending he was not obligated as he had not instructed the warehouseman to incur this expense. The warehouseman sued to recover the charges, stating that his services ren-

dered were necessary to preserve the goods. In holding the warehouseman entitled to recover reasonable value for the services, the Court said:

"In an emergency a depositary has the implied authority to incur expenses on behalf of an owner for the preservation of the property and an agent [warehouseman] has the duty of taking such steps as are reasonably necessary for the protection of his principal's property and for the preservation, and, having made the outlays for that purpose, he is entitled to reimbursement. . . . The reason for the rule is that a request on the part of the owner is inferred. . . . A contract with a warehouseman may contain an express provision as to the charges and expenses which the bailor is to pay, in which case the contract will govern as to the amount, the items, the time of payment. In the absence of a special contract, where goods are received by a warehouseman for storage in the usual course of business, there is an implied contract on the part of the bailor to pay the customary charges for storage and expenses, or such reasonable charges as warehousemen of like capacity and facility are entitled to. . . . The doctrine is firmly settled that every bailee for hire including, of course, a warehouseman who by his labor and skill has imparted an additional value to the goods intrusted to him, has a lien upon the property for his reasonable charges."

Duty to Insure Goods

IT is important to know that in the recent case of *Gay v. Davidson*, 287 S. W. 931, the Court explained that a warehouseman is not bound by an implied contract to insure stored goods, particularly where the owner simply makes a request that his merchandise shall be insured.

On the other hand this Court held that an expressed contract is made, on which the warehouseman is liable, where he asks the owner of the goods if he desires to have them insured and is instructed to do so.

The evidence in this case disclosed that after goods were stored in the warehouse, the warehouseman asked the owner if he wanted them insured. The owner answered: "Yes, I certainly do."

The warehouseman did not obtain the insurance and the warehouse burned, without fault of the warehouseman. The Court held the warehouseman liable, and quoted:

"It is well settled that a contract of this character is enforceable, and where such contract exists, if no insurance is taken out by the warehouseman and the property stored is destroyed by fire, the owner may have an action for its value. . . . A simple request to insure, where no funds are provided, or where there has been no previous dealings between the parties, will not, of itself, devolve upon him [warehouseman] the duty to insure, or render him liable for failing so to do. . . . Such promise or undertaking is implied where the course of

(Concluded on page 44)

H. A. Haring's

New Business for Warehouses

XXXV

Cleaners' Supplies a Potential Source of New Revenue

ONE hardly realizes how the dry cleaning business has grown. At a recent Chicago convention of the industry a platform speaker declared that in Illinois alone there are 14,000 more establishments than there were in 1925. At a national convention of dry cleaners and dyers at Washington (in January) it was announced that such establishments had increased by 130,000 in five years.

As one looks into the faces of the delegates to these conventions he is struck with two things—the youthfulness of the leaders and the progressive cleaners, and the large ratio of those who are apparently foreign born. Those who attend conventions are apt to be the more enterprising and intelligent of any industry, and, if we

accept this as true of cleaners and dyers, we must conclude that makers of equipment and supplies are justified in their common remark "that as a credit risk, the dry cleaning shop has no equal."

Observation of the ordinary place of this sort bears out this conclusion. It is a small room, where rentals are low, run by a man who apparently is only beginning in business for himself, without business experience and without financial backing, but with long hours of work holding no terror for him. They are young men, determined to strike out for themselves, and, having no capital, they are forced into some business where capital requirements are small.

Selling Problems

SALESMEN of equipment and supplies tell pathetic tales. Few industries in this country yield so many "stories" of men beginning with nothing other than dogged determination. The salesmen talk with these men. They vision the opportunity for an independent business, a snug savings account, and a good customer for years and years to come. The salesmen quite naturally want to start the newcomer with the equipment and the supplies of their "house" with the belief that such a customer will "remember the good turn, when he gets on his feet." But, at the home office, the credit manager shakes his head, and wires to the salesman: "Make it a C.O.D. or lay off," or some equally laconic message.

Meager as may appear the equipment of a cleaning and dyeing establishment, it requires \$1,200 to \$1,500 properly to equip a two-man place for pressing clothes, dry cleaning, dyeing, repairing, etc. This sum will also include equipment for renovating hats (men's).

Should the young proprietor have in hand \$500, it is possible to purchase on-time payments the principal items of machinery, to pay for the minor articles and begin business.

In order, however, to do business the shop requires supplies. Chief of these are the cleaning fluids and chemicals. There are special soaps for each fabric; there are chemicals for removal of paint and tar and heavy grease; there are chloroform compounds for removal of these from fine fabrics; there are chemicals for washing of silks; chemicals and soaps for kid gloves. There are colors for dyeing. There is the cleaning fluid

itself—sold under many brand names but always used in large quantities.

The new establishment requires \$250 to \$300 for supplies enough to operate the first month, and, even for a small business, the monthly expenditures for supplies will not fall below that sum. "Even a little fellow," says one salesman, "will have \$50 tied up all the time in containers and drums that he must pay for when he gets the chemicals."

Thus the cleaning industry, as seen by salesmen, is one of doubtful credit. It is one with never-ending problems for the credit manager, because all the usual safeguards of a retailer are lacking. The equipment is under lien for the installments still due. The stock-on-hand is only half-used containers of chemicals and fluid—not worth ten cents at second-hand.

Of course, for the larger establishments and for those who have made good their trial as business men, the credit problem gradually evaporates. Taking, however, the industry as a whole, every sale involves a credit risk.

The industry is overdone. "Every city and small burg," declares a manufacturer who has been long in the field, "has three times the cleaners it needs. They make a living and that's about all. Most of them must clean out the cash till every night to buy something to eat, and the first customer in the morning must wait while he runs out to change a dollar bill."

A C.O.D. Business

ONE is not surprised to find that C.O.D. is the most common "term of sale."

The Michigan Alkali Co., J. B. Ford, Hans Hinrichs Chemical Corporation,

Carman & Co., De Laval Separator, Darco Corporation, S. F. Bowser & Co., and about as many others, who supply these industries, maintain agency stocks or warehouse stocks. One of those named (J. B. Ford), is known to have thirty warehouse stocks and agencies.

These rather well-known names do not, however, exhaust the list of manufacturers who sell supplies to cleaners and dyers. Their number is legion, or nearly that. They sell similar supplies to laundries, rug cleaners, window-stands that do hat cleaning, millinery shops, tailor shops, dress makers and to a few retailers (chiefly groceries). Every community represents a possible market for this class of supplies. The public demand is growing fast, and the domestic market ought to be a good one because Carbona, and its compeers, has taught every housewife to clean. She is fast learning to dye as well.

The small manufacturer faces constant difficulties. His salesmen find few orders that will pass muster with the credit man of the home office, while the orders of well-established cleaners and of the laundries are already in the hands of the better-known manufacturers. Every manufacturer who enters the field is forced to begin with the small cleaner as his customers. Only too often the manufacturer of this sort goes the way of half the cleaners—ruined in two years.

A few small manufacturers have managed, nevertheless, to do the impossible. They have risen into prosperity equal to the rare and able young fellow who begins in a half-sized room as "cleaner and dyer" and shortly owns a house worth \$25,000. These small manufac-

turers—without a single exception so far as I can learn—have edged their way into the industry by zoning their sales efforts.

They have accepted the situation, namely, that sales must be C.O.D. The big manufacturers in the field have found this the only method to deal with the numberless small establishments, of doubtful credit. A dry cleaner expects everything he buys to come with a C.O.D. blue, or red, ticket pasted over its face!

But these small manufacturers have made for themselves a place in the industry by distributing spot stocks in the cities where their salesmen operate. As a rule they have lodged these stocks, on a consigned basis, with some local dealer or jobber, or have given the salesman a stock from which he makes deliveries. The manufacturers have not attempted to spread out over the whole country. Each has, on the contrary, intensively cultivated a restricted territory, and those who have succeeded have backed up the salesman by giving immediate delivery of the chemicals and fluids.

Supplies Needed at Once

A CLEANER without chemicals and dyes and fluids is out of business. If the proper soap or solvent is wanting, the cleaning job "hangs on the rack." The customer may be put off once or twice, with a "story," but there are too many competing cleaners on adjacent streets for the business to return.

"A cleaner loses out on a two-dollar job, where three-fourths of it would be clean profit," says one salesman, "because he must wait four days for a shipment from Chicago. Maybe he'll risk doing the job without clarifying his fluids, and the woman brings it back to complain of spots that weren't there in the first place."

Dry cleaning is largely profit, because the supplies are a small ratio of total costs, while labor is a high proportion. Yet if the supplies be wanting, the labor does no work and only losses follow.

Cleaners, therefore, require a place where they may get instant delivery of chemicals, dyes, fluids, solvents, soaps, alkalis, soda ash, etc. The manufacturer who meets the situation by maintaining spot stocks where these men can get them promptly will corral that market.

This is precisely what has been done by a handful of small manufacturers. One of them has said:

"Every town of 25,000 people has a jobber of groceries. A lot of them have two or three. There's the same reason for a jobber of cleaners' supplies. A city of that size has as many cleaning establishments as it has groceries, and while they won't buy as much as a grocery they'll buy as much of our line as a grocery will of any single item."

A city of 25,000 will have stocks of canned goods. It should have a stock of cleaners' fluids. If no jobber, or sales agency, is found in the city, the spot stock ought to be housed with a warehouse. One of the small manufacturers, who tells me his business is confined to three States, has eighty-odd warehouse stocks, but until November of 1926 he did not know a warehouse from a Chinese laundry check: they meant about the same to him. Today he is the most enthusiastic warehouse patron I know.

Possible for Small Cities

FOR the warehouseman, too, this business is not altogether one for the large city. In every community of 25,000 is the opportunity for some warehouseman to obtain accounts from the

various concerns that manufacture supplies for this industry. The spread in freight rates, from carload to less-than-carload is quite wide. No cleaner could possibly buy in carload lots. He expects to pay less-than-carload rates in addition to meeting the invoice on the C.O.D. basis. To the manufacturer, accordingly, is given the chance to ship in carload lots, warehouse the goods, and deliver out of store on the basis of L.C.L. rates. This margin alone will more than meet all incidental charges, including a generous allowance for interest on the warehoused goods.

A warehouse might make itself a center for the cleaning industry of its community by getting the accounts of equipment makers along with those who make supplies.

Cleaners and dyers use large quantities of such incidental supplies as: coat hangers, baskets and hampers, belt lacing machines, pearl buttons, rust removers, cuff clips, sheeting, burlap, electric irons, goose irons, knitted padding, safety pins, nets, meshing, starch, squeegees, marking tags, marking pins, tape, wax, acid pumps, filters, brushes, strainers, chamois, solvents, etc.

Public warehouses are manifestly destined to do more distributing of goods in the next five years than ever they have known. The cleaning and dyeing industry offers one opportunity to develop this type of service, in a field of industry where jobbers and wholesalers have not become important factors in the marketing. The whole industry is so recent in its rapid growth that jobbing houses, and brokers, have not grown apace with the demand for supplies.

It is possible for the warehouse, for its local community, to fill the niche by becoming the agency of distribution.

Warehouse Location and Retail Trade

THE average warehouse and transfer company is located in a factory or warehouse region near the railroad yards, where it is somewhat off the beaten tracks of the general public. The visitors are usually those who make it a special point to go into the region, enter the warehouse office, transact their business and return again to the general business section of the community. As a rule, only those who have occasion to call at the warehouse office do so.

The experience of the McMillan Transfer & Storage Co. of Fort Collins, Colo., leads one to the conclusion that it is possible for the warehouseman so to associate his business with other businesses as to result in more people passing his doors and becoming acquainted with the name of the establishment and the services as listed on the plate-glass windows.

Charles McMillan, president of the firm, conceived the idea of devoting the

front part of the first floor of his building to three industries. One is a creamery company, another is the American Express Company's offices and store-room, and the third is his own business. His business office is in the middle.

The creamery company causes hundreds of persons to visit the warehouse each day, some bringing milk and cream to the establishment, and others coming in to purchase ice cream or butter at retail.

Scores of persons come to the express office each day, and, adding the visitors to these two institutions to those who make it a point to visit the warehouse company, it makes a nice total who daily enter the building and who must, because of the arrangements, notice the existence of the McMillan company. It is one of Mr. McMillan's best advertisements.

To understand better the floor arrangements, we will explain that the

building occupied by the three businesses is a large two-story structure somewhat isolated from all other structures—which is an excellent idea as a means of reducing the fire hazard and likewise the insurance costs. The creamery company occupies only a small portion of the floor—the southwest corner. The express company likewise uses only a small space and takes the northwest corner. This gives the warehouse all of the rear half of the first floor, all of the second floor and the basement.

The advertising value of having these two businesses in the same building with him more than offsets the space they occupy—space that might otherwise be used for storage. And, while there is some income derived from rental of the space, the biggest income is that derived from the increased business that the combined business front of the three establishments present.

Allied Van Lines Now Functioning in Long Distance Removals

Tariffs Are Completed for New York, Philadelphia and Buffalo to Enable Members of New Truck Transport Agency of N. F. W. A. to Compete on Bases of Responsibility and High Operating Standards

THE Allied Van Lines, Inc., the inter-city household goods removals agency of the National Furniture Warehousemen's Association, is now actively functioning. Following the election of the officers, headed by Martin H. Kennelly of Chicago as president, at the National's convention in French Lick, Ind., in July, Mr. Kennelly has announced the personnel of the various committees, and George Sebold, Elizabeth, N. J., chairman of the eastern region's tariff committee, has announced the rates for New York City and vicinity—from Columbus Circle as the center of a ten-mile area for distances ranging up to 1380 miles, Minneapolis, Minn.

This eastern committee—Mr. Sebold and Arthur S. Blanchard of Rochester, L. J. Etzel and Charles C. Morgan of New York, Edward G. Mooney of Hartford, W. Fred Richardson of Richmond and Walter E. Sweeting of Philadelphia—spent several days and nights completing tariffs for AVLinc members located in New York City, Philadel-

phia and Buffalo and in working on rates, yet to be announced, for the members in other cities in the East.

The tariffs were explained by Mr. Sebold; Henry Reimers, Chicago, general manager of AVLinc and the National's executive secretary; Miss Catherine K. Lynn, manager of AVLinc's eastern office in New York, and others at September meetings of associations, including the New York Furniture Warehousemen's Association in New York on the 10th, the Pennsylvania Furniture Warehousemen's Association in Philadelphia on the 11th, the New Jersey Furniture Warehousemen's Association in Newark on the 12th and the Connecticut Warehousemen's Association in New Haven on the 13th.

The tariff for New York City and vicinity is published on page 35. As explained at the eastern meetings these rates are tentative only, for use during the fall moving rush; experience may disclose that they are not sufficiently remunerative.

A STUDY of the accompanying New York tariff shows that it is compiled with two sets of rates, special and general, applied to three sizes of loads—400 to 600, 600 to 800, and 800 to 1,000 cubic feet. As explained by the Sebold committee:

"The special rate is to be quoted when no leeway or insufficient leeway can be given by the customer regarding the removal dates. The general rate will apply when a customer signs the order for removal ten days hence, with a leeway of three days either way for loading. This gives the manager of the eastern office a chance to match a load."

The New York tariff does not contain any rates for distances of less than 75 miles. Hauls less than that distance will not be considered as AVLinc business and need not be registered, but all hauls of 75 miles or longer are considered as AVLinc business, and the members are instructed to register them.

The tariff committee arrived at commissions to members on the basis of the special and general rates. It worked on the theory that the higher the commission to be paid, the higher the rates to the public must be, and—

"Inasmuch as it is necessary to keep the selling price down as low as pos-

sible to meet some of the competition that Allied Van Lines must contend with, and also to produce for the hauler enough funds to compensate him for the use of his equipment which is under the jurisdiction of the Allied Van Lines, your committee considers the following percentages to be fair to all parties concerned."

These commissions are:

1. 10% to the bureau.
2. 15% to the surrendering agent.
3. 75% to the hauling agent.

Some Exceptions

The following exceptions are set down in the committee's report:

"First: When a hauling agent is instructed to haul a load for a non-hauling agent, and on delivery of same is assigned another load from a non-hauling agent, the bureau shall receive 5 per cent commission on each load, rather than 10 per cent, the surrendering agent in each case being paid his 15 per cent.

"Second: When a hauling agent is instructed to haul a load which is not matched, then no commission is allowed the bureau, only the commission to the surrendering agent being paid.

"Third: When a hauling agent gives up a load which he has booked to an-

other hauling agent, then his commission shall be 20 per cent, and 10 per cent be paid to the bureau . . ."

The committee explained that, inasmuch as the success of AVLinc would depend mainly on the service rendered by it to the public, certain regulations must be followed, as:

"First: On all contracts secured for the Allied Van Lines a sufficient deposit must be taken at the time that the order is secured, so that there may be no cancellation of the order after it has been booked or matched by the manager of the eastern office.

"Second: When a hauling agent removes or delivers a load from the territory of another agent and requires additional help to either load or unload same, and the agent in that territory will provide the said help, the cost is not to exceed \$1 per hour per man for such service, and will further aid and assist the hauling member in every way possible.

"Third: All hauling agents having contracted to haul goods for the Allied Van Lines will have available for the manager of the eastern bureau such equipment at all times which they have designated as equipment which they will use in Allied Van Lines business and will

comply with such instruction which the manager of the Allied Van Lines may from time to time see necessary to issue in order to render service on loads to be moved.

"Fourth: Haulers will issue instructions to their drivers to report at once, either by telephone or telegraph, to the manager of the Allied Van Lines any breakdown in equipment or any delay in maintaining the schedule set up for the delivery of goods or for the pick-up of the return load.

"Fifth: All hauling agents are requested to carry a \$5,000 cargo insurance on the contents of their vans, rather than \$2,000, inasmuch as competitors are now carrying this amount of insurance."

The committee explained that the special rates on which the accompanying table are based are on the following formula:

	400 to	600 to	800 to
	600	800	1000
Cu. Ft.	Cu. Ft.	Cu. Ft.	Cu. Ft.
Rate per mile...	60c	70c	75c
Terminal charge	\$20.00	\$25.00	\$30.00

The general service rates, it was explained, were determined by figuring a 20 per cent deduction on all special service rates. In various localities where competition is keen, however, and where the members in those localities, due to lower labor costs and other lower charges, have to have a lower rate maintained than that of the formula, a compensating allowance is set up in order to make such adjustment. This accounts for the figure "1/8," in the table to the right, after Baltimore, Buffalo, Batavia, Courtland, Erie, Richmond and Rochester. In other words, the members in those cities may quote one-eighth off from the rates specified in the table.

The committee continued:

Rates Subject to Change

"All rates tabulated are subject to change from time to time, and it is the hope of the tariff committee that each agent of the Allied Van Lines will carefully study the results of the tariff set up and make such recommendation or recommendations to the committee on their findings in order that at the next meeting of the tariff committee such adjustments can be made which will protect the present set up."

The fixed terminal charge in the formula set down in the foregoing covers loading and unloading at the warehouse and at the customer's home. It is, however, figured in the rates on this page. The rates do not apply to pianos except from first floor to first floor, where they do not have to be hoisted. This phase of moving will be taken up by the committee later.

At the eastern meetings in September the AVLinc members who attended were given the following information by the various speakers:

That of two big long-distance hauling corporations, one has been doing a yearly business of \$150,000 and the other from \$300,000 to \$350,000—patronage which AVLinc should and could be getting.

(Concluded on page 43)

Rates for New York City and Vicinity (10-Mile Center) Tariff for New York City and 10 Miles from Columbus Circle

Location	Mileage	Based on Formula		Cu. Ft. Content		Cu. Ft. Content	
		400-600		600-800		800-1000	
		Special	General	Special	General	Special	General
Albany, N. Y.	150	\$110.00	\$90.00	\$130.00	\$105.00	\$142.50	\$115.00
Albion, Pa.	105	83.00	67.00	98.50	79.00	108.75	87.00
Akron, Ohio	525	335.00	268.00	392.50	314.00	423.75	339.00
Altoona, Pa.	335	221.00	176.50	259.50	207.75	281.25	225.00
Ansonia, Conn.	75	65.00	52.00	77.50	62.00	86.25	69.00
Albany, N. Y.	780	488.00	390.50	571.00	446.75	615.00	492.00
Atlantic City, N. J.	135	101.00	81.00	119.50	95.50	131.25	105.00
Attleboro, Mass.	215	149.00	120.00	175.50	140.50	191.25	153.00
Atlanta, Ga.	1,075	665.00	530.00	777.50	622.00	856.25	685.00
Baltimore, Md. 1/8	200	122.50	108.00	144.00	115.60	157.50	126.00
Bedford, Pa.	300	200.00	160.00	235.00	188.00	255.00	204.00
Bethlehem, Pa.	95	77.00	61.50	91.50	73.25	101.25	81.00
Bingham, Pa.	190	134.00	107.00	158.00	126.50	172.50	138.00
Boston, Mass.	240	164.00	131.25	193.00	154.40	210.00	168.00
Brockton, Mass.	240	164.00	131.25	193.00	154.40	210.00	168.00
Buffalo, N. Y. 1/8	420	238.00	190.40	279.20	223.35	302.00	237.60
Batavia, N. Y. 1/8	440	248.50	198.80	291.50	233.25	317.50	254.00
Bennington, Vt.	185	131.00	104.75	145.25	116.25	168.75	135.00
Birmingham, Ala.	1,250	770.00	616.00	900.00	720.00	967.50	774.00
Camden, N. J.	100	80.00	64.00	95.00	76.00	105.00	84.00
Cape May, N. J.	185	131.00	104.80	154.50	123.60	168.75	135.00
Chambersburg, Pa.	240	164.00	131.20	173.00	138.40	210.00	168.00
Charleston, W. Va.	775	485.00	378.00	567.50	455.00	611.25	489.00
Charlotte, N. C.	700	440.00	352.00	515.00	412.00	555.00	444.00
Charlottesville, Va.	445	287.00	228.40	331.50	245.20	363.75	291.00
Chester, Pa.	115	89.00	71.40	105.50	84.40	116.25	93.00
Chicago, Ill.	880	548.00	438.40	641.00	512.80	690.00	552.00
Clarksburg, W. Va.	470	302.00	241.00	354.00	283.00	397.50	319.50
Cleveland, Ohio	550	350.00	280.00	410.00	328.00	442.50	354.00
Cincinnati, Ohio	710	446.00	356.80	552.00	441.60	562.50	450.00
Columbus, Ohio	590	374.00	299.20	438.00	350.40	472.50	378.00
Concord, N. H.	275	185.00	148.00	217.50	154.00	236.25	189.00
Courtland, N. Y. 1/8	540	345.00	273.60	403.40	314.70	420.00	336.00
Cumberland, Md.	350	230.00	184.00	270.00	216.00	292.50	228.00
Dayton, Ohio	660	416.00	332.40	487.00	389.60	525.00	420.00
Detroit, Mich.	710	446.00	356.80	552.00	441.60	562.50	450.00
Dover, Del.	175	125.00	100.00	147.50	118.00	161.25	129.00
Durham, N. C.	560	356.00	284.80	417.00	323.60	450.00	360.00
East Liverpool, Ohio	455	293.00	234.40	343.00	274.40	371.25	297.00
Elmira, N. Y.	250	148.75	119.00	175.00	140.00	190.30	152.50
Elizabethtown, N. Y.	480	248.00	198.00	292.00	232.80	315.00	252.00
Erie, Pa. 1/8	490	274.75	219.80	327.00	257.50	347.80	278.25
Fall River, Mass.	230	158.00	126.40	186.00	148.80	202.50	162.00
Flint, Mich.	765	479.00	383.20	560.50	448.40	603.75	483.00
Fort Wayne, Ind.	730	458.00	366.40	536.00	428.80	577.50	462.00
Frederick, Md.	260	176.00	140.80	207.00	165.40	225.00	180.00
Geneva, N. Y.	290	184.00	147.20	231.00	184.80	247.50	197.50
Glens Falls, N. Y.	210	146.00	116.80	172.00	137.60	187.50	150.00
Gloversville, N. Y.	200	140.00	112.00	165.00	132.00	180.00	144.00
Grand Rapids, Mich.	845	412.00	329.60	494.00	395.20	539.75	428.00
Greensboro, N. C.	620	392.00	313.60	459.00	367.20	495.00	396.00
Hagerstown, Md.	260	176.00	140.80	207.00	165.60	225.00	180.00
Harrisburg, Pa.	190	134.00	107.20	158.00	126.40	172.50	138.00
Hartford, Conn.	115	89.00	72.20	105.50	84.40	116.25	93.00
Hazleton, Pa.	190	134.00	107.20	158.00	126.40	172.50	138.00
Huntington, W. Va.	730	458.00	366.40	536.00	428.80	577.50	462.00
Indianapolis, Ind.	770	482.00	395.60	564.00	451.20	607.50	486.00
Ithaca, N. Y.	240	164.00	131.20	193.00	154.40	210.00	168.00
Jamestown, N. Y.	435	281.00	224.80	329.50	263.60	355.25	284.20
Kalamazoo, Mich.	810	506.00	404.90	592.00	473.60	607.50	486.00
Kingston, N. Y.	90	74.00	59.20	87.00	69.60	97.50	78.00
Lancaster, Pa.	165	119.00	95.20	140.50	116.40	153.75	123.00
Lowell, Mass.	240	164.00	131.20	173.00	138.40	210.00	168.00
Manchester, N. H.	250	170.00	136.00	200.00	160.00	217.50	174.00
Meriden, Conn.	95	77.00	61.60	91.50	73.20	101.25	81.00
Minwaukee, Wis.	980	628.00	502.40	736.00	588.80	765.00	610.00
Minneapolis, Minn.	1,380	848.00	678.30	991.00	792.80	1,065.00	852.00
New Haven, Conn.	75	65.00	52.00	77.50	62.00	86.25	69.00
New London, Conn.	130	116.00	92.80	134.00	108.40	127.50	102.00
Philadelphia, Pa.	100	80.00	64.00	95.00	76.00	105.00	84.00
Pittsburgh, Pa.	400	260.00	208.00	305.00	244.00	330.00	264.00
Pittsfield, Mass.	150	110.00	88.00	130.00	104.00	142.50	114.00
Portland, Me.	370	242.00	193.60	284.00	227.20	309.50	247.60
Pottstown, Pa.	140	104.00	83.20	123.00	98.40	135.00	108.00
Poughkeepsie, N. Y.	75	65.00	52.00	77.50	62.00	86.25	69.00
Providence, R. I.	205	143.00	114.40	168.50	134.80	183.75	149.00
Raleigh, N. C.	580	368.00	284.40	431.00	344.80	465.00	372.00
Reading, Pa.	140	104.00	83.20	123.00	98.40	135.00	108.00
Richmond, Va. 1/8	350	201.00	160.80	236.25	189.00	255.90	204.80
Rochester, N. Y. 1/8	350	201.00	160.00	236.25	189.00	255.90	204.80
Rome, N. Y.	260	176.00	140.80	187.00	149.60	225.00	180.00
St. Louis, Mo.	1,020	632.00	505.60	739.00	591.20	795.00	636.00
Salem, Mass.	250	170.00	136.00	200.00	160.00	217.50	174.00
Saratoga Springs, N. Y.	190	134.00	107.20	158.00	126.40	172.50	138.00
Schenectady, N. Y.	165	119.00	95.20	140.50	116.40	153.75	123.00
Scranston, Pa.	150	110.00	88.00	130.00	104.00	147.50	118.00
South Bend, Ind.	780	488.00	390.40	571.00	456.80	615.00	492.00
Springfield, Mass.	140	104.00	83.20	123.00	98.40	135.00	108.00
Syracuse, N. Y.	300	200.00	160.00	235.00	188.00	255.00	204.00
Terre Haute, Ind.	875	545.00	436.00	637.50	510.00	686.25	549.00
Toledo, Ohio	650	410.00	348.00	480.00	384.00	517.50	414.00
Utica, N. Y.	250	170.00	136.00	200.00	160.00	217.50	174.00
Vineland, N. J.	140	104.00	83.20	123.00	98.40	135.00	108.00
Washington, D. C.	250	170.00	136.00	200.00	160.00	217.50	174.00
Waterbury, Conn.	190	134.00	107.20	158.00	126.40	172.50	138.00
Wheeling, W. Va.	460	296.00	236.80	347.00	277.60	375.00	300.00
Wilkesbarre, Pa.	165	119.00	95.20	140.50	116.40	153.75	123.00
Wilmington, Del.	125	95.00	76.00	112.50	88.00	123.75	99.00
Wilmington, N. C.	700	440.00	356.00	515.00	412.00	555.00	444.00
Winston-Salem, N. C.	635	301.00	240.80	349.50	275.20	366.25	291.00
Worcester, Mass.	190	134.00	107.20	158.00	126.40	172.50	138.00
York, Pa.	190	134.00	107.20	158.00	126.40	172.50	138.00
Youngstown, Ohio	470	302.00	241.60	329.00	263.20	382.50	306.00
Zanesville, Ohio	530	338.00	270.40	396.00	316.80	427.50	342.00

Compulsory Insurance in Massachusetts Appears to Be Near Collapse

*Controversy Over Enforced Liability Rates Is Expected
to Result in Move for Repeal of Statute*

AFTER twenty months of troubled operation the Massachusetts compulsory automobile liability insurance law is facing its most critical period. Under pressure from his own Republican colleagues the commissioner of insurance has resigned; the rate situation is in chaos and the certainty of a number of lawsuits is faced, while the stage is being set at the forthcoming session of the Legislature for a struggle over bills to repeal the law and others to change completely the manner of its functioning.

The uproar in Massachusetts, involving State officials, insurance companies, members of the bar, automobile dealers and owners, as well as the public generally, comes at a particularly important time as the approaching legis-

lative season for other States has been expected to be widely productive of proposals for compulsory insurance based more or less on the Bay State precedent.

Out of the welter of facts and opinion, which will probably not be clarified and brought into order for months one conclusion may fairly be drawn—that those who have contended that more experience with, and study of, the plan for compulsory insurance are necessary before its general adoption is feasible, have been thoroughly vindicated. Just now in Massachusetts opinion on the subject is probably more widely divergent than at any other time since the proposal first was broached.

The events leading to the present situation may be set down in roughly chronological order as follows:

ACTING in accordance with the law, Wesley E. Monk, the insurance commissioner, prepared a new schedule of rates for 1929, involving major increases in the Boston area, ranging as high as 100 per cent in some classifications. Rates elsewhere were unchanged or reduced somewhat.

This action touched off the explosion. In all the ensuing flare-up of opposition, however, there has been little or no disposition to charge that the commissioner was not performing his duty. He was obligated to insure a fair return on their investment to the insurance companies, and, on the basis of the available figures, a rate increase appeared to be in order. It is true that the figures are those of the insurance companies, but no means have been set up for determining independently the accuracy of the report.

Attorney General Warner, Lieut. Governor Allen, Governor Fuller and others protested Commissioner Monk's action, and he resigned without filing the new schedule, which automatically leaves the old rates in effect. Thereupon the insurance companies began to devise legal means for an appeal, and one important underwriter, the New York Indemnity Co., announced its withdrawal from the Massachusetts field with the following telegram to the acting insurance commissioner, Arthur E. Linnell:

"We advise you that because of the inadequacy of rates for compulsory automobile liability insurance in Massachusetts resulting in a net loss to this company estimated at between \$100,000 and

\$200,000 for this year, we have instructed our Massachusetts representatives to forthwith discontinue such business."

Jeffries Harding, the Boston representative, immediately notified Motor Vehicle Registrar George A. Parker, as the law provides for this. The company has about 150 agents writing automobile liability insurance in Massachusetts. A check-up of the company's finances on file at the State House shows that in 1927 it received \$206,000 from this type of insurance and paid out actually \$124,900. The outstanding claims are not given.

Assistant Attorney General Roger Clapp said that the insurance companies had the right to stop writing this kind of insurance or to withdraw from any particular field and that there was no law to compel them to write compulsory automobile policies although they engaged in other lines.

The Governor's Attitude

The position of the State officials who have opposed an increase in rates has been set forth by Governor Fuller as follows:

"We have been having some controversy with the insurance companies recently, and I want to say that I believe the different insurance companies are overcharging the people of this Commonwealth in exorbitant rates for insurance of one kind or another.

"I tried to get a resolution through the Legislature to investigate insurance

rates, but the insurance lobby was too strong. They told the boys in the Legislature what to do and practically every mother's son of them made a low bow and took off his hat. These insurance companies do not need anyone at the State House to look out for them, except to see that they don't carry it off.

When told of the New York Indemnity Company's action to stop writing insurance in Massachusetts, Governor Fuller said:

"I think the other companies are still paying a commission of 17 per cent to their agents who turn them in some of this 'unprofitable' compulsory business. I might say that the insurance companies pay a commission in excess of that recommended by the insurance commissioner."

It is perhaps an evidence of the belief of the insurance companies in the soundness of their case that they are planning legal means for appealing the present rates, in which case their figures on premiums and losses would be subject to scrutiny in open court. Under the original law, appeal had to be made shortly after the filing of rates, and as the current rates were filed more than a year ago, appeal would be impossible. An amendment effective June 11 may open the way to an appeal, however, though it probably was not intended to cover a situation of the present character.

Meanwhile, however, another influential group—the truck operators—appears to have suffered through the

cent developments. Commissioner Monk had stated that the new schedule would lower rates on commercial vehicles.

Secretary Day Baker, of the Motor Truck Club of Massachusetts, states that attorneys for the organization are now considering an appeal to the Supreme Court on behalf of its members based upon the assertion of ex-Commissioner Monk that under his proposed schedule of new rates the premiums for commercial vehicles were to be lowered. His refusal to file the rates following his resignation left the commercial vehicle rates in the same status as for 1928.

Among the important legislative moves planned are:

1. A bill to be prepared by the insurance companies to repeal the compulsory insurance law.

2. State Treasurer William A. Youngman, candidate for Lieutenant Governor, has a bill providing that all reports of settlements be filed with the insurance department at the State House so that they would be open to the public.

3. Frank A. Goodwin, ex-motor vehicle registrar, a candidate for Governor, is advocating a State fund to handle the insurance whereby \$10 or \$15 will be paid by motorists when they

register their vehicles, and out of this to be paid the claims, under State supervision, and investigations made by the motor or some other department.

Compulsory insurance evidently has not worked out so smoothly in Massachusetts. Nearly everyone acknowledges that it has proved a gold mine to unscrupulous attorneys and accident fakers. This was predicted as long ago as 1926. Exorbitant claims have been the rule since the law became effective. Inasmuch as every motorist in the Bay State is insured there is no such thing as a judgment-proof motorist, as far as personal injury or death claims are concerned. Naturally this condition of affairs is just what the ambulance-chaser seeks.

State Insurance Ahead?

Future compulsory insurance laws will have to take into consideration the fact that this form of protection for the dependents of automobile accident victims and the victims themselves breeds accident faking.

There is reason to believe that the "Massachusetts Muddle," as it has been referred to, may result in State insur-

ance. This factor is not one to please the insurance companies, who have all along opposed compulsory automobile insurance secretly on the ground that it would eventually result in a State fund to be administered in much the same manner as workmen's compensation funds are handled by the various States. Just how the State could be more effective in curbing accident faking and reckless driving than insurance companies have been is problematical. Workmen's claims appear to be less susceptible of fraud. Under State insurance, however, the motorist would at least be assured of insurance at cost, provided the State fund was properly handled and politics was kept out of its administration.

The most significant part of the situation in the Bay State is that it demonstrates, or should demonstrate, to legislators throughout the country that compulsory insurance is not yet successful in Massachusetts. It should prove some of the difficulties of such a law. In view of the political campaign under way, furthermore, it seems safe to predict that for a time, at least, legislators will proceed slowly with proposals in other States.

Publicity Pictorial Successfully Tells Toronto Company's Storage Story at Canadian National Exhibition Attended by 2,000,000 People

TIPPET - RICHARDSON, LTD., a household goods warehousing firm in Toronto, made a novel bid for publicity and new business by putting on an exhibit, illustrated herewith, of a kind never before seen in the Ontario city,

when during two weeks in August and September the Canadian National Exhibition, the largest annual fair in the world, was in progress in Toronto. More than 2,000,000 persons visited the exhibition and one may only conjecture as to

how many of these saw the Tippet-Richardson booth.

At the extreme left, as shown in the accompanying picture, was a screen with circular stage arrangement. A number

(Concluded on page 52)



"No expense was spared to obtain the best ideas regarding the general lay-out and color scheme" of this booth, which attracted thousands of Canadian exhibition visitors

MOTOR FREIGHT DEVELOPMENTS

FOR the busy executive of a warehousing business who is keen to keep abreast of the times there are several important new things to think about in the field of motor freight. Developments are following one another at a rapid pace, and all have a distinct bearing on the cost and opportunities of handling the hauling requirements of any warehouse business, regardless of its size. There are many advancements being made on the manufacturers' side of the industry, and some of these will be discussed in this department, which is conducted

By PHILIP L. SNIFFIN

THIS MONTH

Supervision of Trucks Cuts Costs and Improves Service

ACTIVE, up-to-the-minute supervision of the work of the delivery fleet is unquestionably one of the greatest needs of the warehouse pick-up and delivery department today.

The biggest economies and improvements in delivery service that have been gained in recent months have been attributed, according to the writer's observations, to carefully organized systems for supervising the work of the vehicles.

Many operators of both small and large fleets are finding, for instance, that there are worthwhile advantages in actively maintaining a service-control board. Many delivery executives believe that the service-control board, if properly designed and maintained, forms the best method yet discovered of keeping constant visual information of the conditions, location, work and operator of every automotive vehicle in a fleet, whether that fleet be large or small.

One such board is of the blackboard type, with numbers of the units permanently painted in, and the daily record written with chalk, so that it can be erased with ease. Mounted in a prominent place on the main floor of

the transportation department, it furnishes a daily record, instantly and easily read, for drivers, floormen, dispatchers, shop-foremen, heads of all departments concerned, and, finally, for the superintendent of transportation himself, whenever any information as to the condition and operation of any unit may be needed.

Such a board must be large, and must show, from left to right, the number of the unit, the make, the department in which it is being used and the type. Following this are thirty-one perpendicular columns, cut into squares by the rules under each car number, every square representing a day of the month. These columns are numbered, left to right, from 1 to 31. A series of abbreviations and characters, easily drawn, are used in these squares to designate repairs needed, repairs needed due to accident, car in paint shop, half-day service, car in full service, car idle, date greased and similar information. Outside service, storage, etc., when authorized by the proper official, also is recorded, enabling anyone interested to tell at a glance the exact whereabouts of each and every unit every day in the month.

Control Board Helps Driver

TO the driver the board tells where his car or truck is, whether it is ready for service, when it was greased and oiled, and at what date the unit will go into the shops for overhauling, repairs or painting. Since each of the drivers uses the same unit, except when it is in the shops, he is given ample warning by the board of time to change his load, arrange for other equipment, and similar alterations necessary to continuous operation of all units and constant work for all operators.

To the floormen the board shows the units that have been changed from day shift to night shift, so that he is always in a position to have minor repairs made before the operating day starts for the truck, automobile or tractor. This keeps all floormen in constant touch with every unit, and eliminates the well known indoor sport of "passing the buck," when someone in authority wishes to know

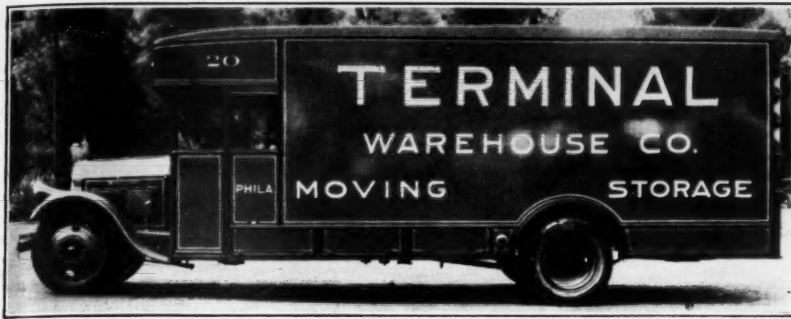
why such-and-such a unit is not operating. It also enables the constant maintenance of good operating conditions throughout the fleet.

This board furnishes a log for the greasers, oilers and inspectors for all their work, both individually and collectively, and shows the periods for and dates of inspection, greasing and oiling on each unit every day in the month.

The value of the board to the dispatcher is quite obvious, as it enables him to regulate the operations of available equipment, informs him of the availability or lay-up of each unit, puts him in a position to care for peak-load operations, and to use his reserves in emergency calls. In fact this board has become virtually indispensable to the dispatchers, both in getting out their units on time and in giving them the ability to check accurately at any hour of the day or night the location of the vehicles in their charge.

The shop foremen get from the board a constant visual plan of the activities of the different departments under them. By watching it these foremen can so plan their work as to call in units to be overhauled, repaired or painted by marking the proper legend in the square of the date on which that unit is to be served. It further enables the foremen to estimate the stage of completion of work on any and all units, and is valuable in checking the progress of greasing, oiling, inspection, and, in fact, all other operations with which the men in charge of the shops are concerned.

It is part of the duty of these foremen to see that this board is kept completed for every unit each day. In this the drivers, mechanics, greasers, oilers, and all others associated with the handling of any unit on any day are concerned. The maintenance of the complete record is just as much a part of the job of everyone as is the proper completion



This \$9,000 vehicle, said to be the largest operated by a Philadelphia member of the National Furniture Warehousemen's Association, has just been placed on long distance work by the Terminal Warehouse Co. of that city. Recently it made a trip from Philadelphia to Toledo, Ohio, with a load; delivered the load; picked up a load in Cleveland which it delivered in Pittsburgh, and picked up a load in Pittsburgh for Philadelphia—all within four days. This is a Pierce-Arrow 6-cylinder bus chassis with a capacity of 1000 cubic feet inside the van. It has pneumatic tires, dual wheels in the rear, and a 100-hp. engine. The driver's cab is arranged so that two bunks can be drawn up for the men as sleeping quarters when necessary. The interior of the van has dome lights and, thoroughly padded, is finished like a Pullman car.

of whatever regular work he may have to do. This keeping of the record is not difficult to establish once the men understand the great value of the well-kept board to every one of them.

How Board Is Interpreted

THE board has a further and general importance to the heads of all departments, in that it shows the number of units operating or idle in each department; the number of days idle, and the reason that the unit is not working. If any unit is idle due to lagging in any department the man in charge knows by a glance at the board just where the delay is, without the necessity of asking questions or wasting his own time or that of the workmen. In fact, by giving everyone, from the drivers to the superintendent, a complete and satisfactory check on departmental transportation and on all operations connected with the automotive units, this board saves thousands of dollars yearly in time.

Although the particular board discussed here has been designed for use by a large fleet, there is no reason why it should not be equally successful when applied to the smaller fleet, particularly in those instances in which the fleet owner maintains his own repair shop and greasing and oiling service. The workmen very soon learn the advantages of the board to themselves, as do the drivers, and are as anxious to keep it up to date as are the heads of departments to have them do so.

In connection with the board are two sections, integral parts of it, which are also valuable. One of these is the control board; the other is the assignment board.

The control board contains, from left to right, columns showing the number of the vehicle; its make; type; the department in which it is operating; name of driver; number of stall in which the car is kept; outside storage, if so placed; a wide column for remarks, such as

location, character of work and whether it is in garage, shop, or on duty. Then follow the thirty-one columns for the days of the month, cut into squares by the horizontal rules under each vehicle's name.

The assignment board serves a still different, but equally obvious, purpose, and keeps account of both vehicles and operators. It is essential that this board show, in addition to the number and make of the car and the name of the driver, the particular department by which the vehicle is being used. This board is so arranged as to do this simply, plainly, yet correctly, so that a glance tells just where each car is, for whom it is working and what kind of work it is doing, with the name of the operator in charge of it.

Another Supervision Idea

IT is not necessary, of course, to go to this amount of detail to maintain proper supervision. The instance has been quoted as illustrative of the way in which the service-control board can be used.

Another concern has devised a plan, somewhat more simple in operation, which puts every piece of equipment under constant surveillance of the one superintendent. The plan has achieved a remarkable economy of operation and has successfully prevented the many possibilities of carelessness of a system not adequately supervised.

The superintendent is able to exercise control and to stop leaks before they develop into serious items of expense by holding the shop foreman responsible for repairs and adjustments, the route superintendent for deliveries, and the shop clerk for detail paper work.

"There is very little that takes place in the shop and on the road that escapes my attention," this superintendent explained when asked the advantages of his system. "By requiring written statements for every transaction or event I am well equipped with every

essential fact pertaining to any incident. And my cost records show me what performance I am getting and can expect to get on the various makes of trucks comprising our fleet."

The system employed is strikingly effective, and the part assumed by each employee, from driver up, in bringing out the final result, is understood by all.

A monthly cost record, which, in addition to the usual cost information, gives gas and oil performance as well as cost of repairs on a mileage basis with comparisons against the previous month for the first two items, serves as a performance record of the various makes of trucks in the fleet and as an automatic check in case a certain truck falls below the expected performance.

Another very important record is what is designated as the Individual Truck Repair Log. This consists of a loose-leaf book with a separate section for each truck. In it a complete repair history of each truck is kept. It gives the date of repair, and the mileage at the time of the repair. Entries in the log are made by the shop foreman immediately upon completion of any work. The log shows exactly what work has been done over certain periods and mileages; enables the superintendent to trace responsibility for short life of a certain part, which may have been due to failure in replacing the offending part at the time of the last overhaul; inferiority of the part itself, or careless workmanship; and permits him to check serviceability of special replacement parts.

The shop foreman assumes responsibility for routine repairs, but major work is approached after consultation with the superintendent. Division is based on a quick review of the facts and inspection of the records.

Drivers are required to report all defects each night as the trucks are being gassed and oiled preparatory to garaging. The gasoline man records the quantities of gasoline and oil dispensed, together with mileages, on the yellow gasoline sheet. On the back of this sheet the gasoline man, who also functions as an inspector, notes all defects as reported by the drivers. This plan permits a check-back against mechanic or driver in case of future failure of any part.

During the peak summer months a special night force is retained to meet these minor repairs, but during the off months it is handled by the regular force the next morning. The shop foreman upon receiving the driver's reports makes out a shop order for each truck reported, specifying what work should be done. The gasoline report is then turned over to the shop clerk. Each mechanic upon completing a job signs his name after the specified item on the shop order. This is recorded on a special card carried by each mechanic. This card shows what truck the mechanic worked on, the time spent on it, and the nature of the work. Before it is turned into the shop office it is signed by the foreman.

As all these records are filed in the shop office, the necessary evidence in the event of a controversy concerning the driver, mechanic or equipment, is available.

Whenever the nature of an emergency shop repair is such as to require more than the usual amount of time, the shop foreman notifies the route superintendent to that effect and also advises what truck may be used as a substitute. If a substitute is not available a truck is temporarily hired.

All replacement parts are obtained from the shop clerk. Due to the close location of truck branches to the fleet repair shop, only parts of greatest demand are carried, and all these are ticketed and priced. As the shop clerk hands out a part, he removes the ticket, writes on it the number of the truck for which it is intended, and files it for posting on the daily individual truck record later. Prices for the larger items received from the outside are posted direct from the invoices.

In this way all transactions involving the truck are recorded. The shop clerk is provided with all the information necessary to keep an accurate account of all operations from the gasoline sheet, the shop order, time card, part tickets and invoices, which he posts in the daily truck record. At the end of each month the daily records are totaled for posting on the monthly record previously mentioned and kept by the superintendent.

The drivers largely come under the direct supervision of the route superintendent. By means of a large daily route sheet he maintains intimate knowledge as to their activities. By consulting the sheet he knows what truck is on a certain route, the time required for deliveries, and the names of the driver and helpers on that truck. This, in connection with an emergency call record kept in the garage and which lists all road mishaps, the reasons therefor and the driver's name, provides an effective check against the driver. The emergency call record eliminates the possibility of the driver telling the route superintendent one thing and giving the garage another version of the accident or breakdown. The drivers, being familiar with these records and knowing through experience that they are used, not only endeavor to keep their names clear but make it a point to present correct and full facts on any operating situation for which he is apt to be held liable.

LeBlond-Schacht Buys the Armleder Company

The good will, patents and all assets except real estate and accounts and notes receivable of the O. Armleder Motor Truck Co. were purchased on Aug. 31 by the LeBlond-Schacht Truck Co., thus consolidating two old truck-manufacturing firms in Cincinnati.

Manufacture of Armleder vehicles will be continued by a new corporation to be operated as a division of the purchasing company. A wider range of 4-

cylinder and 6-cylinder models will be produced, including a 6-cylinder job of 1½ tons capacity moderately priced to meet the competitive conditions of today. The LeBlond-Schacht company will thus be in a position to furnish trucks of every type and purpose from 1½ to 7½ tons, including light and heavy duty vehicles in the various price classes.

New Models

AERICAN-LAFRANCE and Foamite Corp., Bloomfield, N. J.: The latest addition to this line is the "Big Chief," a 5-ton, 114-hp. truck for extra heavy duty. Equipped with a 6-cylinder engine and 4-wheel Westinghouse air brakes, it is designed for quick acceleration, carrying heavy loads at high speed over hills without shifting. Wheelbases are 196, 226 and 242 inches.

Chevrolet Motor Co., Detroit: Four-wheel brakes and a 4-speed transmission feature a new "Utility Truck," the list price of which is \$520 for chassis only.

Diamond T Motor Car Co., Chicago: A 6-wheel, 4-ton high speed truck powered by a 6-cylinder engine and equipped with Lockheed internal hydraulic brakes on the four drive wheels has been introduced. This unit is offered in five wheelbases, at a base price of \$5,325. The approximate weight of the 195½-inch wheelbase is, front, 3980 pounds; rear, 4920 pounds; total, 8900 pounds; body allowance, 2000 pounds. Wheelbases are 176½, 185 and 195½, standard, and 205½ and 215½ inches, optional. The frame width is 34 inches to suit body requirements.

General Motors Corp., Detroit: An improved and extended line of G.M.C. trucks ranging in capacity from 1½ to 4 tons and powered with the new Buick engines is announced. With the increase in power, due to change in the Buick engines for 1929 and the recent development of the 1-ton Pontiac-engined truck, the 1-ton Buick-engined truck has been redesigned to carry 1½ tons. The various models, with their capacities, lengths of wheelbase and prices, are as follows:

Model	Capacity	Wheelbase	List Price
T-30 A	1½	136 in.	\$1,395
T-30 B	1½	152 in.	1,435
T-30 C	1½	164 in.	1,485
T-42 A	2	136 in.	1,685
T-42 B	2	152 in.	1,720
T-42 C	2	164 in.	1,735
T-42 D	2	175 in.	1,760

Model	Capacity	Wheelbase	List Price Solid Tires	List Price Pneumatic Tires
T-60 A	3	140 in.	\$2,585	\$2,800
T-60 B	3	160 in.	2,635	2,850
T-60 C	3	180 in.	2,650	2,865
T-60 D	3	200 in.	2,685	2,900
T-80 A	4	140 in.	2,765	3,160
T-80 B	4	160 in.	2,815	3,210
T-80 C	4	180 in.	2,830	3,225
T-80 D	4	200 in.	2,865	3,260

Studebaker Motor Corp., South Bend, Ind.: A new Studebaker-Erskine ½-ton delivery car is being offered in two body styles. A panel delivery lists at \$875 and a screen type delivery at \$860. It is a refinement of the Studebaker ½-ton delivery car announced earlier this year

and has a longer wheelbase, 109 inches, a deeper radiator and a body of long and graceful lines. Its features include a 6-cylinder engine, 4-wheel brakes and a short turning radius.

New York Truckman Organize a Car-loading Company

ORGANIZED under the direction of the Merchant Truckmen's Bureau of New York, the National Carloading Co., Inc., was recently incorporated under the laws of New York with an authorized capitalization of \$100,000.

The company was formed by the truckmen to protect their tonnage against the inroads made upon available tonnage in the Port of New York by carloading and forwarding companies. The personnel will be recruited from men actively engaged in the business of hauling-for-hire.

Operating contacts with truckmen and shippers in a number of cities throughout the country have been made by the organization committee in collaboration with the National Team and Truck Owners' Association.

The stock will be owned by truckmen, 1000 shares to be sold in New York and another 1000 to participating truckmen throughout the country.

Ohio Commission Ruling

THE Ohio Public Utilities Commission in a recent ruling directed the Motor Freight, Inc., with offices in Detroit, Toledo, Cleveland and Akron, to desist from further operations of freight transportation in Ohio.

According to the Commission's order the company owns no trucks but contracts with large shippers for movement of freight and then employs private truckers to haul the goods. The fact that the company contracts for hauling is sufficient to designate it as a common carrier, the Commission held, and therefore it has no legal right to operate unless it has first secured a certificate from the Commission, which the company never has done.

The Commission's order came after a hearing on the complaint of the Northern Ohio Power & Light Co., Akron, and the Lake Shore Electric Railway Co., Sandusky.

New Canadian Terminal

At a cost estimated at \$1,500,000, a terminal warehouse is to be built on property of the Canadian National Railway in Walkerville, Ontario, Canada. It will extend from the railroad tracks to the harbor line in the vicinity of Victoria and Devonshire Roads. The structure will be 800 feet long, and is to be erected under a forty-year lease agreement with the C. N. R., and will be operated by the International Terminals, Ltd., of which Louis Merlo is president, and A. H. Wilford is general manager. Both dry and cold storage space will be available.

WITH THE ASSOCIATIONS

HERE is presented in tabloid form the Association news that is of general interest to the industry as a whole. No effort is made to present complete reports of all Association meetings; the dissemination of such information is logically the work of the officers and the committee chairmen. What is presented here is in effect a cross-section review of the major activities so that Association members may be kept advised as to what "the other fellow" elsewhere in the country is thinking and doing. When annual or semi-annual meetings are held, more extended reports will occasionally be published.

California

AS president of the California Warehousemen's Association, Merle E. Turner, Los Angeles, has announced the appointment of the following committees:

Legislation, laws, regulation: W. E. Jones, San Francisco, chairman; J. W. Howell, San Francisco; W. P. Dwyer, Sacramento; Alvin Turner, Modesto; Gerald FitzGerald, Los Angeles.

State Warehouse Act, Terminal Weighing Act; William S. Hall, Chico, chairman; Louis G. Sutton, Maxwell; W. E. Hibbitt, Sacramento; Alvin Turner, Modesto.

Uniform accounts classification: Charles G. Muson, Los Angeles, chairman; A. C. Bing, H. B. Safford and LeRoy D. Owen, Los Angeles; C. Hildreth, San Francisco.

Cost finding: Clarence R. O'Brien, San Francisco, chairman; S. M. Haslett, Jr., San Francisco; W. E. Fessenden and E. S. Stanley, Los Angeles; E. B. Gould, San Diego.

Bulk elevators: Frank A. Somers, San Francisco, chairman; W. H. Dillon, San Francisco; W. P. Dwyer, Sacramento; W. S. Hall, Chico.

Governmental competition: J. W. Howell, San Francisco, chairman; Frank Somers and W. H. Dillon, San Francisco.

Insurance: E. B. Gould, San Diego, chairman; Rowe Sanderson and LeRoy D. Owen, Los Angeles; Floyd Bekins, Fresno; M. W. Lamb, San Francisco.

Standard forms and methods: A. C. Bing, Los Angeles, chairman; C. Hildreth, San Francisco; E. P. Marshall, Santa Maria.

Membership: W. E. Hibbitt, Sacramento, chairman; A. T. Gibson and W. H. Dillon, San Francisco; Alvin Turner, Modesto; E. B. Gould, San Diego.

Houston

NEILL H. BANISTER, secretary of the Houston Warehousemen's Club, has sent the following letter to the members on the subject of taxation of shippers' stocks in public warehouses:

"I believe you are all familiar with the matter of taxing warehouse stocks which has been before the local and State associations for the past several months.

"The statutes provide that every ware-

houseman shall furnish on Jan. 1 of each year, to the local tax assessor, a list of all property stored in their respective warehouses and the name and address of the owners of such stocks. This is for the purpose of assessing such property for taxation.

"There has been some question of the constitutionality of the law, and the boys in Dallas County and the assessor of that county are now litigating, testing out the case. The case has been tried in the

ing for the lists until the Court has handed down its decision. Explain to them that, so far as we know, no other assessors are requiring the lists, and particularly do we know that it is not being done in Galveston. Show them that to require this of our Houston warehouses, so long as it is not being done in Galveston and other cities, puts our own city of Houston as a great disadvantage, in that shippers and principals can very easily shift their stocks from Houston to Galveston or some other city which is not requiring warehousemen to furnish such lists.

"We believe, from the wording of the law, that the assessor can legally defer the matter, and we further believe he will do so when the matter is properly explained to him.

"Officials of your club will confer with the assessor in regard to this matter, with a view of assisting our Houston warehousemen in a satisfactory solution of this situation."

Massachusetts

AT the August meeting and luncheon of the Massachusetts Warehousemen's Club, held at the Exchange Club in Boston on the 21st, with Samuel G. Spear, Boston, the president, in the chair, plans were made for proper representation by the Bay State organization at the annual convention of the American Warehousemen's Association in Los Angeles next January. It was voted to finance the trip for the Massachusetts body's secretary, Olin M. Jacobs, Boston.

Business conditions were discussed and members indicated that there was a trend toward a greater demand on the part of the public for space in high grade fireproof buildings.

The association held its annual outing at the Charles River Country Club, Newton Centre, on Sept. 25, with members attending from various cities in Massachusetts and Rhode Island. Following golf, tennis and quoits, a dinner, a musical program and the awarding of the sports prizes took place. Julian F. Greely, Roxbury, headed the arrangements committee.

—S. F. Holland.

New Membership Affiliations

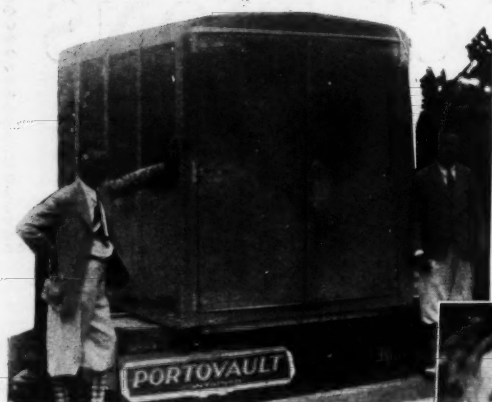
American Warehousemen's Association
(Merchandise Division)
Hollywood Storage Co., Hollywood, Cal.
New York Furniture Warehousemen's Association
Regal Storage Warehouse Co., Inc., New York City.
New York State Warehousemen's Association
Regal Storage Warehouse Co., Inc., New York City.
Southern Warehousemen's Association
Collier's Terminal Warehouse & Van Co., Ocala, Fla.
Texas Warehouse & Transfermen's Association
International Warehouse Co., Inc., El Paso.
Poston Transfer Co., San Antonio.

District Court of Dallas County and carried to the Court of Appeals and is now before the Supreme Court on writ of error. Of course we do not know what the Supreme Court will do.

"Our local assessor's office has always cooperated in a cordial manner with our warehousemen in Houston and we want to be just as courteous and cordial as they. Representatives of their office have recently called upon some of our members for the lists in question.

The matter was taken up at our local meeting last night, and the club instructed me to send to all the members this letter. It is the thought of the club, and we hope that all members will join us in handling this matter in the following manner:

"Courteously explain to the assessor's representative the status of the Dallas County suit, and ask them to waive ask-

And as to Conventions of the N. F. W. A.—

Above, at French Lick, the Portovault and its owners, Thomas F. Murray, New York, and W. J. Montgomery, Hempstead, N. Y.

Right, at French Lick, Ind., in July, O. W. Kreutzer, Milwaukee



Below, at French Lick. E. W. Marshall, Ottawa, and J. H. Warren, Toronto



Below, at Havana in January, D. Stelzer, Lima, Ohio. Mr. and Mrs. Thomas A. Fetter, Chicago; Ray Ford, Omaha



Above, at French Lick, the LeBlond-Schacht which was on display. One of the men in the seat is E. H. Lee, Toledo, Ohio

Missouri

THE Missouri Warehousemen's Association will hold its semi-annual convention in Kansas City on Oct. 19-20. The program as announced by the secretary, George C. Dintelmann, St. Louis, includes divisional meetings—cold storage, household goods and merchandise. The cold storage branch will discuss warehouse receipts; research; public relations; forms; insurance; legislation, and cost accounting. The furniture storage executives will consider the Allied Van Lines, Inc., the inter-city removals agency of the National Furniture Warehousemen's Association; the future of household storage; long distance moving rates; "the present absence of backbone among warehousemen"; garment storage; sale of goods for charges; use of contract forms; accounting for trucks, packing and storage; ethics. The problem of modern distribution will be taken up at round table sessions held by the merchandise division.

Minnesota

THE Minnesota Warehousemen's Association did not go on the rocks this summer. The reason was that the members did not board the lake steamship Huronic before it went aground. They had planned to visit Port Arthur, Can-

ada, starting from Duluth, as part of their annual outing, but this part of the affair was called off, and the golf players went through their paces at the Northland Country Club, Duluth, instead of in Canada. George A. Rhame, Minneapolis, the secretary, won first prize for the low net score, and F. D. Newell, Minneapolis, made the low gross score.

The attendance was about fifty, and guests included Mr. and Mrs. D. S. Adams of Kansas City. Mr. Adams is a director of the American Warehousemen's Association and president of the Missouri Warehousemen's Association. A dinner was held in the evening—Aug. 17—at the Hotel Duluth, with J. R. Cochran, Minneapolis, the president, as toastmaster.

—J. E. Smith.

New York F. W. A.

APPROVAL of a tariff submitted by the Allied Van Lines, Inc., of the National Furniture Warehousemen's Association was the feature of the September meeting of the New York Furniture Warehousemen's Association, held at the Aldine Club on the 10th. (For details, see page 34.)

It was announced that Harry W. Wastie, manager of the Brooklyn Warehouse & Storage Co., Brooklyn, had resigned as a director and that W. W.

Weekes, secretary of Harragan's Storage Warehouses, Inc., Brooklyn, had been elected in his place.

The application of Feuer's Warehouse & Trucking Co., Yonkers, for membership in the N. F. W. A. was approved.

As chairman of the insurance committee, Charles S. Morris announced that automobile liability coverage had been reduced about 10 per cent for the members, based on favorable experience in the household goods branch of the industry during the past few years.

Ernest H. Milligan, as chairman of the October leasing committee, read correspondence indicating that the New York Telephone Co. was not at this time inclined to take the initiative in any movement to spread apartment house leasing dates over the year. Mr. Milligan said the committee would continue its efforts.

Mr. Morris warned against estimators promising fumigation of goods without specifying prices for particular pieces. He said he had been informed by his attorney that the practice was a dangerous one and that, if it became custom, eventually such custom would become law by reason of being given consideration by the Courts.

Thomas F. Murray urged that the association retain an attorney, to be consulted when the organization took its various steps. He declared the association

often did things without consideration first being given to the legal aspects. The suggestion was referred to the board of directors.

—K. B. S.

Ohio A. C. H.

THE newly-appointed legislative committee of the Ohio Association of Commercial Haulers is formulating a program for consideration by the State Legislature when the latter convenes next January. Thomas Heil, Jr., Cleveland, the organization's president, is the chairman, and the other members are Paul J. Herbert, Youngstown; E. H. Lee, Toledo; Ray Wanger, Springfield; Elmer Warne, Zanesville, and Frank E. Kirby, Columbus, the association's manager.

The Ohio carriers have in mind two important points with reference to changes in the existing Ohio laws as they affect public carriers. The first and most important is to have amendments enacted which would make workable that section of the law governing irregular certificates. As the law now stands, if any objections are made to an application to increase equipment on the part of irregular haulers holding certificates from the

Utilities Commission, they can effectually stop such increases. Whenever an irregular certificate holder makes application, railroad lines, interurban lines, and sometimes other haulers, may raise objections and at the subsequent hearing, in a large majority of cases, such application is refused. Thus it is now almost impossible to increase equipment, and some plan will be worked out to remedy the law to make it easier to increase equipment.

Another point which will be given attention by the committee is the question of putting teeth in the law to make it possible to enforce it against public carriers who refuse to take out certificates or who permit their certificates to lapse. It may be suggested that the section providing for jail sentences for violation be stricken out in order that jury trials would not be necessary.

It is proposed to give to the Commission more authority in a judicial, or at least a quasi-judicial, manner to permit it to see that orders are enforced. It is believed that some plan might be worked out by which the Commission would have authority to impose fines and to collect them.

The committee will likely meet a num-

ber of times in order to iron out the various suggestions which have been made to it and to have drafted amendments to the present law. Attorneys will be called in to aid in this work.

—J. W. Lehman.

Notes

THE Los Angeles Biltmore Hotel has been selected as the meeting place of the next annual convention of the American Warehousemen's Association—in Los Angeles on Jan. 25-29.

The Detroit Furniture Warehousemen's Association held a golf tournament at the Maple Lane Golf Club on Aug. 16. A large proportion of the membership turned out and prizes were awarded for lowest scores.

Associated Movers of St. Louis is the newly-adopted name of the St. Louis Van Owners' Association.

The Minnesota Truck Owners' Association will hold its convention in Minneapolis in October. Topics will include possible State legislation at the Legislature's 1929 session.

Allies Van Lines Are Now Functioning

(Concluded from page 35)

That Canadian warehousemen have under consideration the forming of some such agency as AVLInc.

That furniture warehousemen by co-operating through AVLInc should be able to place themselves in a position to buy supplies wholesale at less than standard prices, thus effecting an economy impossible when the companies operate individually.

That Allied Van Line are already being recognized as national operators and that manufacturers of motor truck are now sending out their national account salesmen rather than their local representatives.

That AVLInc can command a better price than the average competition if it puts responsibility and operating standards behind itself.

That at least 100 vans of members are already available for AVLInc in the eastern territory, and that 100 vans are expected to be painted according to the agency's specifications by the first of next year.

That the tariff committee will ultimately work on rates for pool van service between Washington and Boston, New York and Pittsburgh, New York and Buffalo, etc.

Mileage Book Recommended

As to mileages, the American Automobile Association "green book," costing \$3, was recommended for use by the members. This book may be obtained from C. S. Hammond & Co., publishers, 30 Church Street, New York City.

Miss Lynn, the eastern office's new

manager, urged the members to cooperate by providing return loads for AVLInc vans entering New York City, declaring that the success of the agency's operations in the East would depend to a large extent on the New York warehousemen.

The Committees

The committees which Mr. Kennelly, AVLInc's president, has appointed are as follows:

Arbitration—Barrett C. Gilbert, New York, and Arthur A. Leonard, Detroit, with Mr. Kennelly serving as chairman.

Publicity—Central region, Morrison C. Wood, Chicago, chairman, and Daniel P. Bray, Kansas City; S. S. David, Chicago; George A. Rutherford, Cleveland, and Frank W. Stacey, Cincinnati. Eastern region, Walter E. Sweeting, Philadelphia, chairman, and F. E. Buckley, Boston; Wallace Dunlap, Buffalo; Ernest H. Milligan, New York, and Lawrence A. Naylor, Baltimore.

Tariff—Central region, W. H. Collin, Chicago, chairman, and A. H. Driemeier, St. Louis; J. A. Hollander, Chicago; Thomas A. Jackson, Chicago; F. O. Lang, Chicago; J. J. Miller, Detroit; Clarence J. Neal, Cleveland; Harry C. Schroeder, Indianapolis, and O. W. Thomas, Kansas City. Eastern region, George Sebold, Elizabeth, N. J., chairman, and Arthur S. Blanchard, Rochester, N. Y.; L. J. Etzel, New York; Edward G. Mooney, Hartford, Conn.;

Charles C. Morgan, New York; W. Fred Richardson, Richmond, Va., and Walter E. Sweeting, Philadelphia.

Purchasing—George A. Rutherford, Cleveland, chairman, and Schuyler C. Blackburn, Kansas City; Fred L. Harner, Philadelphia; John G. Neeser, New York, and Charles E. Ware, Evanston, Ill.

Insurance—Joseph W. Glenn, Buffalo, chairman, and Ernest H. Milligan, New York; Oliver T. Skellet, Minneapolis; Henry H. Stevens, Flint, Mich., and O. H. White, Topeka, Kan.

Standardization of equipment—Arthur A. Leonard, Detroit; chairman, and Thomas A. Jackson, Chicago, and D. F. Shanahan, Pittsburgh.

Laws and legislation—Nathan L. Goodman, Bayonne, N. J., chairman, and William T. Bostwick, New York; James D. Dunn, Detroit; Fred L. Harner, Philadelphia; John G. Neeser, New York, and William R. Thomas, Cleveland.

Tri-Cities as Waterways Terminal

On recommendation by Walter F. Schulz, consulting engineer of the Inland Inland Waterways Corporation, the tri-cities of Rock Island and Moline, Ill., and Davenport, Iowa, have been selected as the "most desirable" site for the location of a terminal for the corporation. The terminal will be at Rock Island.

The Law of Contracts in Relation to Warehousing

(Concluded from page 31)

dealing has been such, or where he had funds or effects on hand, or even where the bill of lading from which he derives his authority contains an order to insure, or where the general usage is to insure, and in such case he is bound at his peril to insure."

Partnership Contracts

FREQUENTLY litigation arises where one partner of a business makes a contract without the knowledge and affirmation of the other partner.

Legally, a partnership is a written, verbal or implied contract of two or more persons to place their money, effects, labor and skill, or some or all of these, in a lawful business, and to divide the profits and bear the loss, either equally or in certain proportions. The whole capital may be advanced by one party, and the other contribute his skill in salesmanship or other labor.

The generally established rule of the law, relating to partnership, is that each active partner is *individually* liable for all debts and contracts of the partnership made by any and all of the partners.

In other words each partner legally is a general agent for whose acts, within the scope of the partnership business, all members of the partnership are liable.

The logic of this statement is well illustrated in the recent case of *Bunnell v. Ware*, 217 N. W. 68. In this case it was shown that a partnership firm stored goods in a warehouse. One of the partners received negotiable warehouse receipts in the name of the partnership firm. He delivered these receipts to his partner so that the latter might use them as security to borrow money. Later the partner, who had received the receipts from the warehouseman, called at the warehouse and demanded the goods, saying that he had lost the receipts. The warehouseman delivered the merchandise to this partner, who immediately sold them and left the State. The other partner then presented the receipts and demanded delivery of the goods. However, in view of the fact that the merchandise had been delivered to a partner of the business, the Court held the warehouseman not liable, saying:

"The important question is whether the storage company is liable. . . . It is true that plaintiff [partner] had the receipts in his possession, but he only held them as a partner and for the partnership. . . . It was not a crime for the warehouseman to deliver to the bailor, without surrender of the receipt. . . . The relation between the storage company and the bailor was under contract of bailment, and if the bailor obtained the property there can be no liability to the partnership or any member thereof. A defense good against the firm is good against all the partners constituting the firm."

Therefore it is quite apparent that, in transactions relating to a partnership business, a warehouseman may negotiate or make contracts with either partner with the assurance that the legal liability of the partnership business is exactly the same as where the contract is made or the transaction is completed with an individual owner of a business or a duly authorized officer of a corporation.

Plans Barge Canal Freight Line

A group of Wall Street bankers is planning formation of a \$15,000,000 corporation to operate Diesel-propelled freight boats on the New York State barge canal and the Hudson River, according to an announcement from the offices of Colonel Edward C. Carrington, chairman of the Great Lakes-Hudson Waterways Association.

New Pick-Up Hand Truck Is Placed on the Market

A NEW type of hand truck, illustrated herewith, for heavy boxes, barrels, drums, crates, etc., has been placed on the market by the Saginaw Stamping & Tool Co., Saginaw, Mich. It is called the "Hand Man Pick-up Truck."

Made entirely from pressed steel, braced, and equipped with heavy duty



roller-bearing steel or rubber tired wheels, it is said to involve a new principle in the "pick-up" method of handling materials. The truck takes on its load by reason of its nose being pushed underneath, followed by a down push on the handles. In unloading, the nose slips readily from beneath the package. The truck is so balanced that the load in carried over the wheels, making running easy. It will take loads up to 500 lb. and will operate in congested places.

\$1,000,000 Depository Is Opened in Los Angeles

WHAT is declared by a Los Angeles newspaper to be "the world's most beautiful storage building" has been opened for service, about half way between Los Angeles and Hollywood, on a site that four years ago was meadowland, by the American Storage, Inc., of which James E. Bowen, formerly an electrical engineer in eastern cities and a successful motion picture producer, is president.

This \$1,000,000 thirteen-story addition to the skyline of the southern California metropolis is designed and equipped to accommodate every type of the household goods storage business, together with stores and offices.

On the first floor are the company's offices, stores, vaults, space for trucks to load and unload, and a fumigating room. The second story is for storage of automobiles. The third to the ninth floors inclusive are devoted to open storage, and the tenth, eleventh and twelfth stories to private storage rooms with individually keyed locks.

The thirteenth floor has a modern broadcasting station and a beautiful restaurant, the latter to be known as "The Roof Garden." The restaurant and dance floor have an open-air promenade, with ferns, palms, awnings and tables. One of the two passenger elevators serving the building runs to the thirteenth floor.

On one of the floors is being installed a \$15,000 organ which, through remote control, will be used in connection with the broadcasting station on the roof.

The walls of the main lobby and office on the ground floor are faced with Travertine, and the ceilings are grained and decorated. The president's office has a coffered ceiling. The building is fitted with inter-communicating telephone, auto call bell and pneumatic tube systems.

Carley Joins Hall Organization

Frank M. Carley, who has been connected with some of the leading forwarding companies in New York and who recently severed his connection with the Judson Freight Forwarding Co., has become associated, effective Sept. 1, with the Charles A. Hall Co., Inc., New York shippers and distributors of pool car household goods and automobiles, as vice-president and general manager.

Mr. Carley was with the Judson from 1914 to 1919 and from 1922 to this past Aug. 31. In the interim he was connected with the firm of W. P. Neth & Co. as a partner.

Bay State Gas Tax

Massachusetts has fallen in line with other States, except New York, in levying a gasoline tax—two cents a gallon, effective Jan. 1 next.

Bay State motorists already pay registration, excise and license fees and compulsory automobile insurance.

An Announcement

Once again we have added to our facilities for serving the warehouse industry by creating in our organization a Department of Maintenance for terminal and cold storage warehouses. This Department was formed so that terminal and cold storage warehouse executives can have the advice of a group of trained specialists to aid them in solving problems arising in the operation of such warehouses. The services will consist of advice and counsel relative to proper temperature control, proper humidity control, proper handling of perishable products, proper operation of cold storage equipment to obtain higher efficiencies and lower costs of operation and advice as to advisability of alterations to present plants. As this department was formed primarily for Service and not for profit, our charges for such counsel will be very moderate.

Dr. Mary E. Pennington, the noted specialist in cold storage temperatures, humidity control and preservation of food in cold storage, has become affiliated with our staff as a consulting engineer and will be active in our new department. Dr. Pennington's wide experience in cold storage warehouses will also be at our disposal in the design and layout of new terminals and cold storage plants.

Consult us about your warehouse problems.

MOORES & DUNFORD, Inc.

110 East 42nd Street



New York City

Life of George Kindermann in Old Family Album Sketch

(Concluded from page 21)

The ice man's alibi that morning was that he was short of help. It was vacation time and two young Kindermans, Julius, aged 17, and George, 13, were out of school with nothing much but time on their hands. So father and the ice man got together, and the junior Julius got a job.

After a few weeks of singing, "How Would You Like to Be the Ice Man?" the boy announced to his father one evening that he believed he could run a coal and ice business of his own. The father had \$185 saved up and, believing in his son's capabilities, he offered to lend it to him. So Julius purchased a horse and wagon, and taking his younger brother into partnership branched out "on his own." George had had a birthday and was 14 by this time.

The venture did very well, and as time went on, people frequently asked the two energetic lads if they could move a bit of furniture for them. This the boys used to do—in the evenings after the coal and ice orders had been filled for the day.

At the end of the year they found themselves with so many orders of this kind that they decided to hire an extra horse for the purpose, so that their own might get a fair amount of rest.

About that time New York State's noted Raines law went into effect and Kindermann pere, having no money to pay for an extra license, shut up shop and joined forces with his sons. A still younger boy, Frank, was growing old enough to be put to work about then, so he and his father took over the coal and ice concern, while the two elder sons purchased a van for \$125 on the installment plan and launched out into the moving business.

Thus was established the firm of which George Kindermann is today the president and treasurer.

The Sign Painter

The enterprise had its ups and downs. When George was 17, things were going well, so George decided to indulge in a hobby that had long been one of his secret ambitions—a course in sign painting at a New York trade school.

At 18, business was not so good, so he got a job where he could put his newly acquired talent to use. For a year he was absent from his vocation of moving, but he did not lose interest in it, for wherever his work as a sign painter took him in the daytime he left small signs of his own, painted on bits of tin or wood or fence posts, to point potential customers to the firm of Julius Kindermann & Sons.

At the end of the year he returned to the firm, to paint its new closed van—the first of its kind to be built in the Bronx. Each year from then on a new van was added until 1901, when the first piece of property was bought. This consisted of a plot of land and a stable. The latter was remodeled so that, while

the horses occupied the ground floor, the upper rear was used as a warehouse in which to store furniture. In the front the family lived.

In 1904, the Kindermans put up their first warehouse building, and that year, while the sons worked day and night on the vans, they retired their father, so that he might take it easy the rest of his life.

In 1906, they bought an adjoining stretch of land and erected an office. In the same year they purchased also their first fireproof building—a six-story structure then being operated as the Bronx Fireproof Storage Co., at 150th Street and Wales Avenue. In December of that year the business was incorporated under its present name, George Kindermann being elected president; Julius, treasurer, and Frank, secretary.

Motorizing the Fleet

Early in 1910, the company built an eight-story fireproof warehouse on Webster Avenue, and at the end of the same year the fifteen horse-drawn vans which the firm had acquired were discarded in favor of the motor and electric equipment operated today. This called also for the building of a garage.

In 1911, Anna Place, a street adjacent to the Kindermann property, was renamed Kindermann Place, by which it is known today. As the street was then occupied almost solely by members of the Kindermann family, this was believed to be a rare bit of political strategy.

In 1918, the younger Julius Kindermann passed away, leaving his brothers, George and Frank, to carry on.

Other Activities

In 1926, was erected the structure which now houses the company's main office—eight stories—adjoining their former building. In the new warehouse may be found equipment of all kinds for safe-keeping furniture and merchandise, office records, rugs, silver, and automobiles in dead storage. Here, too, goods are packed for shipment to any part of the world.

George Kindermann, besides being the active head of a busy concern, finds time for many interests of a civic and philanthropic nature. He has served as a director of the New York Furniture Warehousemen's Association and is a member of the National, New York State and Canadian warehousing associations and of the New York Van Owners' Association. When the Upper New York Warehousemen's Association, comprising household goods storage executives in the Bronx, was organized about a year ago, he was elected president and is still in office. He belongs to Rotary, the Jackson Democratic Club, the Schnorer Club, the Piano Club of New York, the Bronx Board of Trade, the Fordham Merchants Association, the New York Athletic Club, the Level Lodge of Masons, the Bronx Heights Club and the Bronx Society for the Prevention of Cruelty to Children, and is on the board of directors of the Bronx Hospital.

Outside of that, his time is his own.

Old Family Album Unfolds Career of H. G. McNeely

(Concluded from page 20)

and because his regard for them was sincere they were glad to be of assistance whenever possible. So with those friends scattered from coast to coast, the freight shipments quite literally came pouring in.

The second unit of the warehouse was erected in 1919, after an extensive study of the company's needs. The business was incorporated in 1923. The building as it stands today so far as trackage facilities and economic handling of freight are concerned, is one of the outstanding warehouses of the country. It has 300,000 square feet of floor space for the storage of merchandise, in which branch the firm specializes, besides supplying offices for brokers, factory representatives and jobbers. Two lines of railway tracks run through the center of the building in tunnel effect, and on one of these ten cars may be spotted at one time. There are double tracks in the rear, where fourteen cars can be spotted at a platform equipped with standard spiral chutes and modern piling machines.

Some years ago the warehouse was made the terminal of the Associated Rural Motor Truck Lines engaged in making freight deliveries by motor truck to all the principal points in the Twin Cities territory. The warehouse firm itself operates five trucks for its own delivery service through St. Paul and Minneapolis. (Mr. McNeely's career has been devoid of experiences with horses. It is said of him that he would shy a block if he saw a horse coming.)

Four children—two sons and two daughters—make up the McNeely family, Mrs. McNeely being a sister of Paul W. Frenzel, the company's vice-president and manager. Mr. McNeely's genial disposition makes him a popular clubman as well as a leader in many civic enterprises. He is president of National Warehousing, Inc., a business promotion organization operated by a number of merchandise storage firms in various cities. He is a member of the merchandise division of the American Warehousemen's Association and a member of the Minnesota Warehousemen's Association. He belongs to the Minnesota Club, the St. Paul Athletic Club, the Town and Country Club and the White Bear Yacht Club. A crack golfer, he has a handicap of 9 and shoots in the low 80's.

Mr. McNeely has friends because he is a friend. And some of the best of these friends of the present day are former employers who once had the pleasure of firing him.

Burch Company Expands

The Burch Warehouse & Transfer Co., Inc., Pueblo, Colo., will add two stories to its storage structure and will install in them a vault for furs, another for silverware, and large racks to hold davenport and chairs.

**"We have
Standardized on
Internationals be-
cause of their un-
usual performance"**



UP to June, 1927, the Terminal Warehouse Company, Little Rock, Ark., got along without International Trucks. Then began the pleasant experience that has caused them to write us, "After six years' experience in motor truck transportation, we have standardized on Internationals because of their unusual performance. The four Internationals we purchased from you since June, 1927, are working every day and are giving complete satisfaction."

We are proud of this record with the big warehouse of Little Rock, but there is nothing unusual about it; the warehouse business is filled with International Trucks because such performance is the rule with International, not the exception.

If you are in need of light trucks, middle-size trucks, or heavy-duty trucks, ask us for a catalog. We can refer you to an almost endless number of satisfied International owners in the transportation business who will back up the enthusiastic statements made in the Terminal letter reproduced here.

INTERNATIONAL HARVESTER COMPANY
of America

606 So. Michigan Ave.

(Incorporated)

Chicago, Illinois

INTERNATIONAL

HARVESTER TRUCKS

COMPANY

Read Mr. Beauchamp's Letter:

TERMINAL WAREHOUSE CO.
500 Block East Markham
Little Rock, Ark.

International Harvester Company
Little Rock, Arkansas

Gentlemen:

We want you to know how well pleased we are with the 2-ton International Truck we purchased recently for moving van work. It is operating daily, both in the city and on cross-country work.

After six years' experience in motor truck transportation, we have standardized on Internationals because of their unusual performance. The four Internationals we purchased from you since June, 1927, are working every day and are giving complete satisfaction.

Yours very truly,

TERMINAL WAREHOUSE CO.
(Signed) S. J. Beauchamp,
President

The complete International line includes the Special Delivery, the new Six-Speed Special, 1½, 1¾, and 2-ton Speed Trucks, and 2½, 3½, and 5-ton Heavy-Duty Trucks. Also, McCormick-Deering Industrial Tractors.



Stage Is Set for Mid-West Truck Transport Congress

INDIANAPOLIS during the four days of Oct. 23-26 is to be the Mecca of the motor truck world. On those dates will be staged, in the Manufacturers Building, the first big general conference of its kind in truck history—the Mid-West Motor Truck Transportation Congress.

Sponsored by the motor truck associations of ten States, this automotive assembly is expected to be attended in large numbers by warehouse executives, industrial motor truck fleet owners, individual truck operators, truck manufacturers' representatives, shippers, merchants, wholesalers, traffic managers, truck association officers and State legislators representing every phase of the application of trucks to cartage distribution and transportation.

The Congress is national in its scope, importance and promised attendance.

The sessions will be in the form of open forums. Speakers of note, recognized as authorities in their respective fields, will present the wide range of subjects dealing with all angles of the motor truck transport field. The general objective will be the bettering of such transport, advancing its development, solving its problems, adjusting its difficulties, removing its obstacles.

A statement issued on behalf of the Congress includes the following:

"By these strictly business sessions, conducted in such a manner as to gain the consensus and the valuable aid of group effort and assistance, every truck owner and operator in America, as well as the host who utilize or can utilize motor truck transportation, will be benefitted.

"For the owner and operator of motor trucks, these will be sessions at which matters of the following nature will be given serious attention:

1. "The Relation of Truck Transportation to Warehousing.
2. "Specialized Equipment to Meet Industrial Delivery, Transfer and Distribution Problems.
3. "Split-Tariff Legislation and Regulation, both Intra- and Inter-State.
4. "How Far Trucks Can Use Rail Classifications and Rates.
5. "Investment, Earning Capacity, Cost of Maintenance.
6. "Types of Equipment and Accessories.
7. "Coordination of Truck, Rail and Water Ways.
8. "Tire Equipment to Meet Road Weight Limitation Laws.
9. "How Can the Tendency Toward Excessive Taxation and Unreasonable Operating and Weight Restrictions be Overcome?

"And many others.

"For the shipper, merchant, wholesaler, manufacturer, and user of motor truck transportation, numbers of topics will be of specific and particular interest to them and their business. Among these are:

- A. "Should Pick-up or Load Assembly Service Be Charged to the Shipper or

Rendered Free by the Route Operator?

B. "Should Store-Door Delivery Be Generally Considered a Free Service?

C. "Should Truck Transportation Rates Be Uniform?

D. "Per-Package and Per-Route Mile Cost in Merchandise Delivery.

E. "How Can Motor Truck Transportation Be Efficiently and Profitably Applied to Individual Businesses?

"While many of these topics are of mutual interest to every firm, business, manufacturer, operator, owner, or anyone at all interested in the application of motor truck transportation, some of the subjects scheduled for discussion are of particular joint and general interest. The scope and importance of the entire program—and its benefit to motor truck transportation development—is complete in every detail, even to the feature of an exposition of trucks and truck equipment to be held in conjunction with the Congress and included as part of the program.

"The exhibits are housed under the same roof as the Congress sessions, the splendid appointments of the Manufacturers Building being particularly suited to an event of this nature.

"Here will be seen the latest in motor trucks, bodies, cabs, accessories and equipment of all kinds, exhibited by manufacturers, to the particular advantage of the motor truck user attending the Congress. The user is afforded an unprecedented opportunity of thus inspecting and studying such equipment by the splendid method of comparison with others.

"All in all, the Mid-West Motor Truck Transportation Congress is well deserving of its predominating presence in the whole field of motor truck transportation.

"The general committee has left nothing undone, has overlooked no details which will prevent the Congress from serving its high purpose and object of direct benefit to operator, shipper and consignee alike. For the first time in history it has been made possible for these users of motor truck transportation to assemble. The results of the Congress are pre-evident, and it has become an occasion that not only merits but makes mandatory the attendance of all interested in any of the motor truck's many phases."

New Portable Band Saw Announced by DeWalt Company

A NEW portable band saw is being offered by the DeWalt Products Co., Leola, Pa., and is illustrated herewith. It is designed to provide, in a portable machine, power and hauling capacity of a production stationary band saw. It is guarded to a maximum degree.

It is mounted in one casting, housing the three tracking pulleys and saw blade. By the simple means of one cover hinged onto the casting the blade is entirely covered, open only at the cutting point.

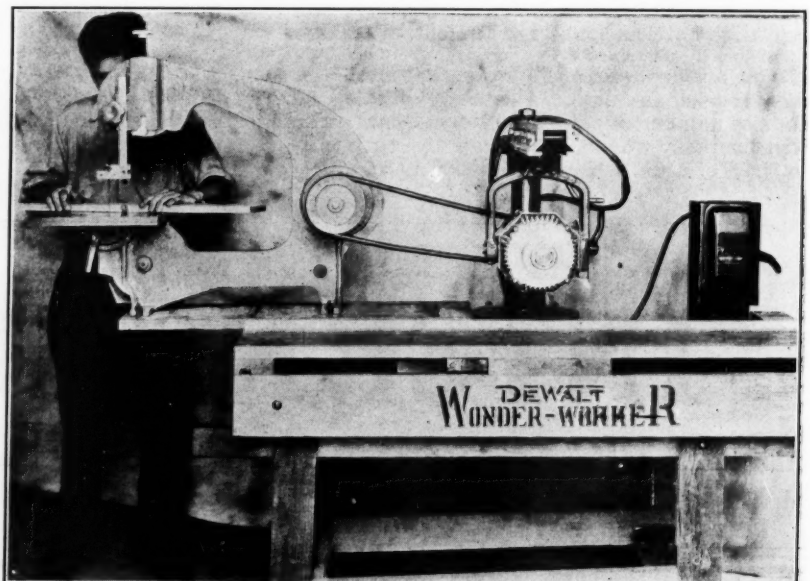
The feature of three tracking pulleys instead of two separate the two sections of a revolving saw blade has made it possible to design a compact machine with 20-in. clearance in the throat be-

tween saw blade and frame, allowing handling of material up to 7-in. thickness.

The entire machine, including floor standard and motor, weighs 210 lb. Without motor and floor standard the weight is 120 lb. The portable advantage does not handicap it as a stationary unit.

The unit is used preferably as an individual motor driven machine equipped with motor and floor standard. However, it can be used independently.

The working table is 13½ inches square. The motor is one-half horsepower, to suit proper requirements. The floor standard, of rigid construction, is light in weight, with a sheet metal base.



for Economical Transportation



The Year's Greatest Truck Sensation



**The World's Lowest Priced Truck With
4 Speeds Forward and 4-Wheel Brakes!**

The tremendous success of the new Chevrolet Utility Truck in every section of the country has established it as the greatest commercial car sensation of the year!

Truck users in every line of business have hailed it as an outstanding achievement — for it offers every feature needed for modern transportation . . . at the lowest price ever placed on a

The
UTILITY TRUCK
\$ **520**
(Chassis Only)

also
Light Delivery \$ **375**
Chassis
f. o. b. Flint, Michigan

truck with 4 speeds forward and 4-wheel brakes. And not only does it give you, to an amazing degree, those basic truck elements of power, speed, endurance,

economy and handling ease — but it is also available with a body type designed especially for your business.

Visit your Chevrolet dealer today and see this remarkable truck!

CHEVROLET MOTOR COMPANY, DETROIT, MICHIGAN
Division of General Motors Corporation

WORLD'S LARGEST BUILDER OF TRUCKS

WHEN WRITING ADVERTISERS MENTION DISTRIBUTION AND WAREHOUSING

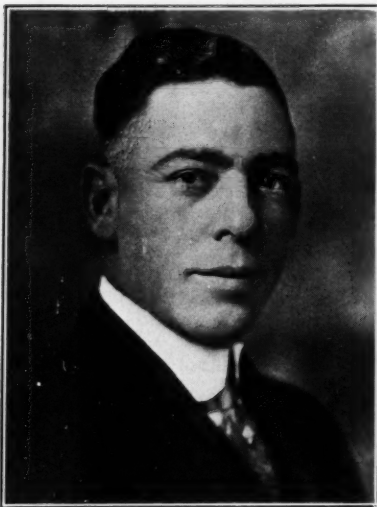
W. N. Daniell Establishes O. K. Company in Atlanta

A NEW household goods warehousing firm—the O. K. Storage & Transfer Co.—has been established in Atlanta, Ga., headed by W. N. Daniell, who has had several years of experience in the business.

The O. K. Company has taken over under lease the warehouse at 14 to 16 Bell Street, Southeast, formerly occupied by the John J. Woodside Storage Co., Inc. This structure, of brick, contains 25,000 sq. ft. of floor space. Two trucks are the nucleus of the motor fleet.

Mr. Daniell was for many years district manager in Atlanta for the Crown Cork & Seal Co. of Baltimore, Md. In 1925 he entered the warehousing field in Atlanta with Mr. Camp, organizing

W. N. Daniell



Mr. Daniell has returned to warehousing as head of the O. K. Storage & Transfer Co. which he has organized in Atlanta.

the Camp & Daniell Co., with offices and space at 16 Central Avenue. Later he bought out Mr. Camp's interest in the business, and subsequently the firm was merged with the Cathcart Van & Storage Co., Inc., and Mr. Daniell retired from warehousing temporarily.

Pasadena Firm Acquires Garage

The Sierra Van & Storage Co., Pasadena, Cal., has acquired the Pasadena Storage Garage at 120 No. Los Robles Avenue. The property covers an area 62 by 192 feet.

Reading Road to Erect Warehouse in Philadelphia

The Reading Co. has prepared plans for the erection of a warehouse and commercial building at Broad and Callowhill Streets, Philadelphia, which, it is said, will be the largest structure of its kind

Earn a Star

GIVE your company's listing, in the 1929 Warehouse Directory, added value by having the information notaried, thereby assuring it serious consideration when consulted by shippers and fellow warehousemen. Only when the information has been notaried does a listing receive the boldface Star.

in the country. It will cover the entire block between the streets mentioned and Thirteenth and Noble streets. The building will be ten stories high, with basement, on a site 500 by 225 feet and made of steel and concrete. It will contain show rooms, warehouse space and a huge garage with accommodations for 600 automobiles. An arcade is planned for the ground floor, while beneath the building will be railroad sidings with facilities for handling 150 cars at one time. The cost will be approximately \$3,000,000.

Correction

Dan Bloom, local manager in Chicago for the Trans-Continental Freight Co., informs *Distribution and Warehousing*, that he is not in any way connected with, and has no financial or other interest in, the Rensch Fireproof Warehouse, Inc., recently organized to do a general storage and warehouse business in Wilmette, Ill. This corrects an erroneous statement which, based on misinformation, was published on page 62 of the September issue.

In the same story it was announced that Charles E. Ware, president of the "Evansville Fireproof Warehouse" of Evanston, Ill., had announced Paul A. Rensch's resignation as secretary and manager. The name of Mr. Ware's firm is the Evanston Fireproof Warehouse.

Providence Terminal

Work has been started on the construction of the \$750,000 terminal produce warehouse to be operated by the Providence Produce Warehouse Co., a Providence, R. I., subsidiary of the New York, New Haven & Hartford Railroad. To be completed early in 1929, the structure will be of reinforced concrete, 965 feet long, with a basement 90 feet wide and two stories 60 feet wide.

Directory Information

DID you have notaried the Information Sheet you sent for the 1929 Warehouse Directory? If not, ask for its return. Only notaried information will give you a Starred listing—and the Directory consultant gives the Starred listing prior consideration.

G. H. Lovejoy to Manage New Storage Business in Boston

GEORGE H. LOVEJOY, formerly superintendent of the Charles River Stores of the Quincy Market Cold Storage & Warehouse Co., with which he had been connected for twenty years, resigned on Sept. 10 to take charge of the general storage department, with the title of general manager, of the North Station Industrial Building, Inc., now under construction in Boston. Although the building is only about one-third constructed and will not be placed in operation until about Jan. 1, Mr. Lovejoy and his staff have opened temporary offices, on Milk Street.

Mr. Lovejoy is the eldest son of George S. Lovejoy, formerly identified with the

George H. Lovejoy



Mr. Lovejoy has been made manager of the general storage department of Boston's new North Station warehouse development

Quincy Market Company for years, prior to his retirement because of ill-health. George S. Lovejoy is a past president of the American Warehousemen's Association and of the Massachusetts Warehousemen's Association.

Born in Somerville, Mass., George H. Lovejoy was graduated from the grammar and high schools there, and later from Vermont Academy, Saxtons River, Vt. A resident of Bedford, Mass., he has been a selectman, at one time serving as chairman of the board. He is a Mason, an Elk, and is a director of the Concord (Mass.) Cooperative Bank.

The company whose business Mr. Lovejoy will help develop will be housed in a \$3,000,000 building which, part of the new North Station development, will be owned and operated by George M. McConnell and L. M. Nicolson, who are identified with large warehousing and realty interests in Chicago, including the Central Storage & Forwarding Co. and the Central Storage Corp.

***Fisher* Motor Trucks**



ARE THOROUGHLY ENGINEERED, OF LATEST DESIGN, AND BUILT BY ONE OF THE OUTSTANDING BUILDERS IN THE AUTOMOTIVE INDUSTRY, ALBERT FISHER—KNOWN THE WORLD OVER FOR PRODUCING QUALITY MOTOR TRUCKS.

FISHER TRUCKS GIVE ASSURED EFFICIENCY IN ALL KINDS OF HAULAGE SERVICE. INFORMATION ON THE COMPLETE LINE OF MODELS SENT UPON REQUEST.



STANDARD MOTOR TRUCK CO.

DETROIT, MICH., U. S. A.

North Central Co. Opens Chicago Merchandise Plant

COMPLETE warehousing service on unit or space basis, together with office space, has been made available by the North Central Terminals Co., in a new four-story and basement warehouse building at 1030-1056 West North Avenue, Chicago.

The firm has been incorporated to hold title and to operate as a merchandise warehousing and storage business.

F. D. Porter is president, and Fred R. Gibson is general manager. Both are widely known in traffic circles throughout the country. Mr. Gibson has been affiliated with the warehouse business for twenty-six years. Until recently he was manager of the Edward Lasham Co., a Chicago merchandise storage firm headed by George Hamley, president of the Colonial Warehouse Co., Minneapolis.

The North Central Co.'s warehouse is a reinforced concrete structure, sprinkler protected, containing 200,000 square feet of usable floor space. It is situated along the right of way of the Chicago, Milwaukee, St. Paul & Pacific road, and has switch track facilities for thirty cars. The building has a floor load capacity of 200 pounds a square foot. Open yard storage also is offered, other facilities including elevators and truck connections.

Philadelphia Plant Opens

The Pennsylvania Railroad's new cold storage warehouse at Oregon and Delaware Avenues, Philadelphia, was opened to the produce and dairy trade on Sept. 15 under the operation of the General Cold Storage Co., of which George L. Morrison is president.

This final unit in the railroad's terminal in South Philadelphia for storage of perishable freight is the city's largest and best equipped of its kind. It provides on its eight floors 2,000,000 cubic feet of cold storage space refrigerated and ventilated by the latest and most efficient equipment known to the industry.

Red Ball Twin Cities Franchise

The Service Transfer Co., St. Paul, Minn., has been awarded the Twin Cities franchise rights of the Red Ball Transit Co. The office will be at 1824 St. Anthony Avenue, the Service firm's address.

"Who Gets the Business?"

ANSWER: "It's the Starred Listing that Gets the Business." Therefore it pays to have a Starred listing. You can get that only by having your returned Information Sheet notaried. Was yours notaried? If not, ask us to send it back to you.

Your Investment and Space Area

DO you want these figures included in your 1929 Warehouse Directory listing? If you do, your listing must be Starred. It cannot be Starred unless you have notaried your Information Sheet. Think that over. If you don't now, the national distributor will when he consults it throughout 1929.

Toronto Co. Stages Booth at the Canadian Exhibition

(Concluded from page 37)

of attractions were put on, so that there was motion in the picture at all times:

1. A live girl sitting in a comfortable armchair and sewing or reading. A poster above her head read, "We Save Wives All Worry in Moving"—a slogan which the Toronto firm has found to be effective.

2. A man, in uniform, wrapping furniture for shipment.

3. A series of posters, each about twenty by thirty inches in size, made from original photographs of equipment, personnel, big jobs the company has done, etc., with hand-lettered descriptive posters each on an easel and turned over slowly by one of the men.

In the foreground of the exhibit was placed a pile of clean new pads, with the top one cut open to expose the softness of the padding. A card on top of the pile read, "When Moving, We Use Pads Like These to Protect Your Furniture."

In the rear center was shown a model moving van cut from three-eighths-inch material and set in an eighteen-inch black frame. The wheels revolved, and this was used as the basis of a guessing contest. An explanatory card under the van read: "A Free Move Up to \$50 Value Goes to the Person Guessing the Number of Revolutions of Front Wheel on This Van in One Hour." Most of the guesses turned in were good new business "leads," according to C. A. Richardson, the company's vice-president.

"We handed out about 50,000 novelty cards which were quite effective and which put our message into a great many homes and offices," according to Mr. Richardson. "Our booth was open from 9 A. M. till 10 P. M. and a salesman and a man in our regular uniform were in constant attendance.

"This was the first exhibit of its kind in Toronto. No expense was spared to obtain the best ideas regarding the general lay-out and color scheme. The result was most effective and the comments on our initial effort were most encouraging.

"As a part of our general advertising program we believe that it was well worth while and we will be right there at the same spot again next year."

A Program of Expansion Is Announced by Lyon Company

ANTICIPATING a larger field of service which will require increased equipment and service, the Lyon Van & Storage Co. is working on plans for the construction of a warehouse at 3600 Grand Avenue, adjoining one of the firm's present depositories. This move follows the recent merger of household goods companies in various Pacific Coast cities under the Lyon name, as told in recent issues of *Distribution and Warehousing*.

The proposed structure, planned with special emphasis of terminal facilities, will contain 120,000 square feet of floor space and will embody the newest features for safety in storage.

Meanwhile the Lyon Van Lines have been organized, as an associated company, to specialize in intercity movement of household goods. Representing a broadening of the California High Express, one of the firms which is affiliated with the recent merger, the new transport company will operate a large fleet of motor trucks. There will be a special lift van service—operation of movable steel self-contained truck bodies on trailer chassis.

Cumberland, Md., Blaze

Fire raged for four hours in the three-story brick warehouse of the Bennett Transfer & Storage Co. at Madison and Franklin Streets, Cumberland, Md., on Aug. 21. It started apparently on the third floor, occupied by household goods, and smoke, water and flame damaged much of the goods on the first three floors. The goods were insured.

C. E. Godfrey Passes

C. E. Godfrey, head of the household goods warehouse firm which bears his name in Ann Arbor, Mich., died recently. He was a member of the National Furniture Warehousemen's Association and of the Michigan Furniture Warehousemen's Association.

W. H. Rankin Is Dead

William Hamilton Rankin, president of the Rankin Transfer Co., New York, died on Sept. 14. He was one of the oldest members of the New York Team Owners' Association.

Hitch Your Warehouse to a Star

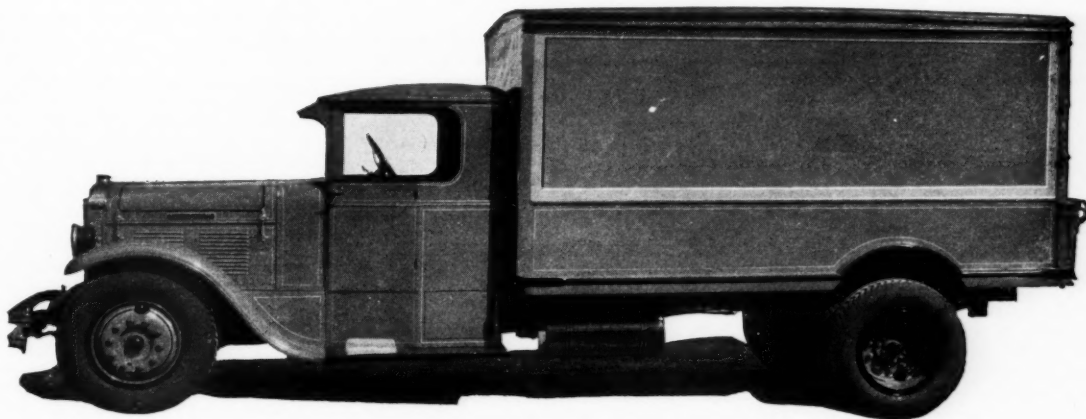
THE national distributor will look for the Star when consulting the 1929 Warehouse Directory in selecting points for storage. Will your listing be Starred next year? It will be if you notaried the information you returned.

DIAMOND T build "Motor Trucks of Quality"

They buy on the same basis

Budd Wheels are standard on all Diamond T Trucks with dual pneumatic tires. They will remain standard as long as they continue to be the finest wheels that we can buy.

Stenkron
DIAMOND T MOTOR CAR CO.



Where low cost of operation is the primary consideration you will invariably find Budd wheels specified by the discriminating buyer, whether operator, dealer, or manufacturer.

BUDD DUALS

Can't
wobble—



Can't
shimmy—



And
they stop
side-sway!



BUDD WHEEL COMPANY, DETROIT

© B. W. Co., 1928

WHEN WRITING ADVERTISERS MENTION DISTRIBUTION AND WAREHOUSING

Activities of Executives In and Out of the Industry

OFFICERS and employees of the J. B. Baillargeon Express, Ltd., Montreal, presented their president, John B. Baillargeon, with a bronze bust of himself on Aug. 25, on the occasion of his fiftieth birthday.

A past president of the Canadian Storage & Transfermen's Association, a member of the American Warehousemen's Association and the National Furniture Warehousemen's Association, and a familiar figure at the industry's conventions, in the United States as well as Canada, Mr. Baillargeon on his anniversary was deluged with hundreds of letters and telegrams from storage executives in all parts of the two countries.

"It would be quite a large task to answer every one independently," says a letter received by *Distribution and Warehousing* from the Montreal company, "and Mr. Baillargeon thought your well known and progressive medium to be the surest and most efficacious way to reach every one and thank all heartily for their good and sincere wishes. We hope that you will insert a note to this effect in your next issue."

Victor H. Kennicott, one of the founders of the Kennicott-Patterson Warehouse Corp., Denver, was recently mistaken by two supposed bootleggers for a prohibition enforcement officer, and was severely beaten in the vicinity of his office. He is expected to recover from serious injuries. Mr. Kennicott is 72 years old. He retired several years ago.

W. A. Whitmore, president of the North Philadelphia Storage Co., Inc., Philadelphia, is a dancing enthusiast at the age of 64. At a recent gathering in Danceland at Willow Grove, he and a youthful partner won the "Charleston" contest. He is known locally as "The Charleston King."

Harold L. Brown, manager of the Detroit Railway & Harbor Terminals Co., and president of the Michigan Warehousemen's Association; George Love, manager of the Detroit Refrigerating Co.; H. S. Hall, manager of the Grand Trunk Terminal Warehouse, and J. T. Spencer, manager of the Great Lakes Terminal Warehouses, all of Detroit, recently attended the convention of the International Apple Shippers' Association in Pittsburgh.

Robert V. H. Work, of the Weicker Transfer & Storage Co., Denver, is the son of Hubert Work, chairman of the Republican National Committee and who is handling Herbert Hoover's campaign for the Presidency.

Moving and Distribution in England

A delegation of English merchants, who have been touring this country studying American merchandising, inspected many of Boston's docks and warehouses on Aug. 25. H. W. Hankins,

stock manager of A. W. Gamage, Ltd., London, spokesman for the delegation, said:

"Several things here have surprised me. For instance, the big stores here do not, as in England, store great quantities of merchandise for their customers; neither do they move furniture for them. In England, when a person moves from one place to another, his department store moves his furniture. The cash-and-carry business, so well developed in this country, has not entered England; neither is the idea well developed there of distributing merchandise from several points."

Back Copies Wanted

DISTRIBUTION AND WAREHOUSING, which started publication longer than a quarter-century ago under the name *Team Owners' Review*, desires to complete its file of the first thirteen volumes—from 1902 to 1914 inclusive, during which years the magazine was known as the *Team Owners' Review*.

If owners of either complete volumes or single copies of the *Team Owners' Review*, will communicate with Andrew K. Murray, business manager of *Distribution and Warehousing*, the publishers will be appreciative.

Good prices will be offered for the copies.

New Peoria Firm

The Moreland Transfer & Storage Co. has been incorporated in Illinois, with a capital of \$10,000, to conduct in Peoria the business of crating, packing, shipping, moving and commercial hauling of household goods and merchandise, together with storage and long distance hauling. The incorporators are Robert F. Moreland, Georgia E. Moreland and Charles W. Knaggs.

Maryland Road to Build

The Western Maryland Railroad Co. has been granted a permit to build a warehouse at the foot of McComas Street, Baltimore. The structure will be part of the road's \$6,000,000 pier project.

Directory Information

DID you have notarized the Information Sheet you sent for the 1929 Warehouse Directory? If not, ask for its return. Only notarized information will give you a Starred listing—and the Directory consultant gives the Starred listing prior consideration.

Railroads May Build Big New York Freight Terminal

A COMMITTEE appointed by all the railroads serving New York City is investigating a plan for a freight terminal in the downtown district to cost up to \$10,000,000.

The plan would provide a building covering possibly an entire block and with a capacity of about 300 trucks at one time. Proportionately large storage facilities would be part of the structure, which would be the first of its kind in the metropolis.

The plan in some respects is similar to a proposal for a union freight station put forward by the Port of New York Authority. The interstate body, however, proposed one central freight terminal only, whereas the railroads, according to the plan under consideration, would build not one but several terminals if the first one proved insufficient for New York's needs.

It is likely that the terminal would be in the Canal Street section, near the Holland Vehicular Tunnel. This would put the terminal in a direct line with the freight movement between New York and the West. It would be essentially a trucking terminal. Freight would be trucked by ferry or tube from the yards in New Jersey to the terminal, and there either transferred to the trucks of consignees or stored. Conversely, shippers would deliver freight to the terminal for allocation to the railroad on which it was to be routed.

The proposed terminal would be an extension of and used in conjunction with the system of deliveries by truck direct from New Jersey terminals to points in Greater New York now carried out through "constructive terminals." These terminals do not exist in fact, but are locations on the west side to which the railroads pay trucking charges and from which freight is trucked at the expense of the shipper to its destination. While part of the trucking is paid for by the railroads and part by the shipper, there is no transshipment of the goods.

The advantage to the railroad in the constructive delivery system is the avoidance of heavy charges for lighterage over the Hudson. The shippers benefit by rapid delivery direct from the New Jersey terminals, and also by low trucking charges.

Ralph Wood's Eye O.K.

Ralph J. Wood, secretary of the National Furniture Warehousemen's Association and president of the Lincoln Warehouse & Van Co., Chicago, will not suffer any permanent serious effects from the eye injury he sustained at the National's convention at French Lick, Ind., in July.

The metal cap of a soft drink bottle flew off and crashed through one of the lenses of Mr. Wood's glasses, and bits of glass entered one of his eyes. At first it was feared that his sight would be partly impaired.

LAST CALL!

*For the
Mid-West*

Motor Truck Transportation Congress

INDIANAPOLIS

MANUFACTURERS BUILDING

October 23, 24, 25, 26

Conducted Under the Auspices of:

Motor Truck Association of Indiana, Inc.,
Ohio Association of Commercial Haulers, Inc.,
Motor Truck Club of Kentucky, Inc.,

With the Co-operation of Many Other Similar State Truck Organizations

EVERY warehouse operator should have at least ONE representative attend and take part in the many important conferences pertaining to every phase of motor truck transportation in connection with warehousing.

More can be gained in four days of this Congress than at any other convention of the year.

Hear how others have made rapid progress in their warehouse business through quick delivery service.

This Congress is held for warehouse owners and managers as much as for other branches of industry.

Exhibits also will be made by manufacturers having sufficient confidence in their trucks and equipment for your comparison with those of others.

Don't Fail to Attend!!

For Further Particulars Address

The Mid-West

Motor Truck Transportation Congress

Executive Offices

AUBURN, INDIANA

WHEN WRITING ADVERTISERS MENTION DISTRIBUTION AND WAREHOUSING

Construction, Removals, Purchases and Changes

Arizona

TUCSON—Arizona Ice & Cold Storage Co. has plans under way for a \$45,000 1-story cold storage warehouse.

California

Los Angeles—Harbor Commission is considering a San Pedro Harbor project which, costing more than \$250,000, will include construction of a warehouse and transit shed.

Sacramento—City Council has completed plans for a \$250,000 project to include building of a 1-story and 2-story warehouse, cold storage plant and market at Alhambra Boulevard and Granada Way.

San Francisco—State Board of Harbor Commissioners has approved plans for expenditure of \$230,000 for four warehouses and transit sheds on Pier 45.

Canada

Ontario, Walkerville — International Terminals, Ltd., identified with the Canadian National Railway Co., is considering construction of a \$1,000,000 dry and cold storage terminal warehouse.

Florida

Miami—City Commission is completing plans for a harbor development project which will include warehouse and terminal facilities.

Illinois

Chicago—W. S. Crosby, architect, has plans under way for a \$175,000 warehouse for a company whose name is temporarily withheld.

Rockford—Bartlett Storage Warehouse is planning to remodel and improve its plant on Cedar Street.

Iowa

Des Moines—Gray-Wells Transfer & Storage Co. has signed a 20-year lease on a proposed \$50,000 2-story fireproof warehouse at 100-106 Fifth Avenue and will operate a storage and long distance moving business.

Kansas

Emporia—L. R. Bailey Transfer & Storage Co. is considering construction of a \$25,000 1-story warehouse, primarily for furniture storage, at Fourth Avenue and Market Street.

Kentucky

Lawrenceburg — Rankin & Redmon, household goods movers, have purchased the equipment and good will of the Peach Transfer Co.

Louisiana

New Orleans—Independent Warehouse Co., Inc. has concluded arrangements with the port commissioners for taking over under lease approximately 100,000 square feet of floor space in a waterfront warehouse.

Michigan

Detroit—Reliance Storage & Warehouse Co., 6530 Russel Street, has filed notice of dissolution under State laws.

Mississippi

Jackson—George E. Wells, Chicago engineer, is completing plans for a \$60,000 2-story cold storage warehouse and ice plant, 85 by 105 feet, on South Street, for a company whose name is temporarily withheld.

Missouri

Kansas City—United States Cold Storage Co. is planning the erection of a 6-story \$750,000 cold storage warehouse and refrigerating plant on East Third Street.

St. Louis—Central Holding Co. has filed plans for a \$40,000 1-story warehouse, 88 by 200 feet, at 1634 S. Kingshighway.

New Jersey

Elizabeth—Weimar Storage & Trucking Co., Inc. has awarded a contract for a \$115,000 6-story warehouse, 100 by 142 feet, on W. Grand Street.

Jersey City—Erie Railroad Co. is projecting plans which involve estimate expenditure of \$15,000,000 for construction of a freight terminal to include a group of warehouses, on Pennsylvania Avenue.

Union—Central Atlantic Ice Co., Summit, is planning construction of an \$85,000 1-story cold storage warehouse on Morris Avenue, Union.

New York

Brooklyn—Waterfront Service Corp. has plans under way for warehouses and a dock.

Long Island City—Temaline Realty Co. has awarded a contract for a \$150,000 4-story warehouse on Hunters Point Avenue near Van Alst Avenue.

New York City—Columbia Storage Warehouse has revised plans in progress for a \$125,000 multi-story warehouse, for storage of household goods, on W. 67th Street.

New York City—R. G. S. Storage Corp. has awarded a contract for a 10-story warehouse, 200 by 200 feet, near the foot of W. 39th Street.

New York City—United States Trucking Corp. has filed plans for a \$20,000 1-story motor truck service and garage building at 663-669 Water Street.

Olean—Olean Transfer & Warehouse, Inc., is considering plans for a \$30,000 storage plant.

North Carolina

Wilmington — Atlantic Coast Line Railroad Co. has filed plans for a \$40,000 warehouse.

Ohio

Cleveland—United States Freight Co. (New York) has under consideration construction of a \$2,500,000 warehouse and freight terminal on E. 55th Street.

Springfield—W. P. Byerman Transfer & Storage is the new name of the Citizens Transfer & Storage, established in 1919.

(Concluded on page 58)

New Incorporations Within the Industry

Alabama

MOBILE—Mobile & New Orleans Transportation Co. Warehouse, motor freight and express, etc. Capital, \$100,000. Principal incorporator, James M. Campbell, Mobile.

Delaware

Dover—Delaware Warehouse Co. Storage warehousing. Capital, 5000 shares of no par value stock. Will take over and expand a company of the same name. Incorporators, Edward C. Scott and L. S. Daly.

Dover—United Freight Forwarding Corp. Freight transfer, etc. Capital, 2000 shares of no par value stock.

Wilmington—Daley's Warehouse & Realty Co., Inc. General warehousing. Capital, \$500,000.

Illinois

Chicago—North Central Terminals Co. Warehouse terminal. Capital, \$10,000. Incorporators, H. J. Buechner and Julius C. Greenbaum.

Gibson City—Gibson Warehouse Co. Warehousing and transfer. Nominal capital, \$1,000. Incorporators, O. B. Lowery and T. C. McCall.

Peoria—Independent Truck Lines. Moving, crating and general hauling. Capital, \$1,500. Incorporators, John C. Parsons, Herman Stroller and Erwin W. Campen.

Wilmette—Rensch Fireproof Warehouse. Warehousing and transfer. Capital, \$50,000 and 2500 shares of no par value stock. Incorporators include Paul A. Rensch and Chester T. Radke.

Indiana

Indianapolis—D. & D. Transfer & Storage Co. General transport of merchandise, household goods, baggage and passengers and to operate automobiles, trucks, trailers and airplanes for hire. Capital, 1000 shares of no par value common stock. Incorporators, Leon Paul Morgan, Alice Morgan and Paul Resener.

Maryland

Easton—Packers Warehouses, Inc. To do a general warehouse business but specializing in canned goods. Capital, \$100,000. Directors, Glen Stewart, William H. Hopkins, R. R. Spring, F. S. Lewis, C. P. Buck and S. E. Shannahan.

Michigan

Detroit—Harrison Transportation Co. Motor Transfer and trucking. Capital, \$10,000. Incorporators, Louis R. Miller and Samuel Ruskin.

New York

Brooklyn — National Haulage Co. Transfer and hauling. Capital, \$20,000. Principal incorporator, Henry Gallop.

Glens Falls—Glens Falls Storage Corp. Storage and trucking. Capital,

(Concluded on page 58)



Schacht Highway Express offers these advantages

ROADABILITY—

With its low center of gravity and correct balance the SCHACHT Highway Express hugs the road like a low-hung racer.

TIME-SAVING SPEED—

Operates at sustained high speed for hours at a stretch without the strain or stress common to the average chassis of conventional design.

EASY HANDLING—

Worm and gear type steering gear, B-K Booster brake attachment, convenient controls, and highly efficient transmission, make the SCHACHT Highway Express as easy to handle as a passenger car.

HANDSOME APPEARANCE—

The distinctively fine appearance of the SCHACHT Highway Express is an important business building asset in moving van operation.

*Write for prices and
complete information*

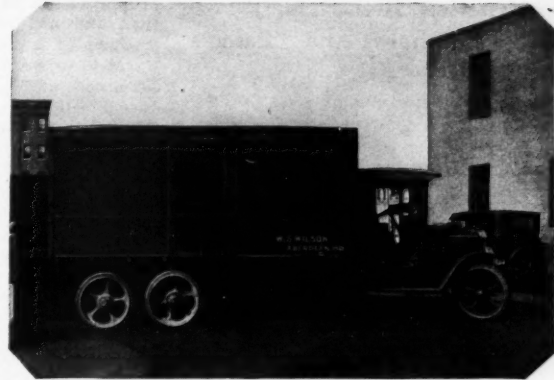
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Construction, Removals, Purchases and Changes

(Concluded from page 56)

Pennsylvania

Wilkes-Barre—Merchants Warehousing Co. will erect a storage building on Northampton Street.

Texas

Amarillo—M. & L. Transfer & Storage Co. is completing construction of a \$25,000 1-story warehouse, 100 by 140 feet.

Texas City—Texas City Terminal Co. has completed plans for a \$200,000 2-story warehouse, 120 by 1150 feet.

Virginia

Richmond—Port Commission is said to be planning construction of a \$150,000 warehouse and dock unit early in 1929.

Washington

Aberdeen—A. A. Star Transfer Co. is said to be planning a \$25,000 1-story warehouse at Hume and L Streets.

Seattle—Anderson-Mattoon Co., San Francisco freight forwarders and cargo surveyors, opened a branch office in Seattle on Sept. 1 with Wallace N. Routson in charge.

Tacoma—Whitworth Transfer & Storage Co. has given up its warehouse at 1901-1903 Jefferson Avenue and has consolidated with the Acme Transfer & Storage Co., whose merchandise and household goods warehouse at 313-315 S. 23rd Street, containing 10,000 square feet of floor space, has been taken over under lease by the Whitworth firm. The latter intends to erect a new warehouse when a suitable location has been found.

Wenatchee—Wenatchee Cold Storage Corp. has approved plans for a \$400,000 4-story and 5-story cold storage warehouse, 170 by 270 feet.

Wisconsin

Green Bay—Leicht Transfer & Storage Co. is completing construction of a \$32,000 warehouse.

Kenosha—David Nelson & Son Fireproof Storage has removed its offices to 1346 54th Street from 51-71 Victoria Street.

Madison—City Transfer & Storage Co., recently organized, has taken over a new structure recently built for the Davis Transfer Co.

Milwaukee—Goodrich Transit Co. has filed plans for a \$150,000 1-story terminal warehouse and dock on Ferry Street, the project to be carried out by the Goodrich Terminal Co., recently organized as a subsidiary.

Milwaukee—Hansen Storage Co. has been granted a permit to erect a \$52,000 brick and concrete warehouse, 200 by 95 feet, three stories high.

New Tampa Terminal Planned

The Tampa Union Terminal Co., recently organized to provide and operate terminal and warehousing facilities on the Ybor Basin Channel, Tampa, Fla., has taken over the local cold storage

properties of Hamlett & Perry Bros., Inc., and has plans for the immediate erection of an eight-story cold storage warehouse and refrigerating plant on a ten-acre tract of land. Dry storage space will be operated also, together with a citrus fruit packing plant.

To include reinforced concrete dock and transit sheds, the project is reported to cost more than \$3,000,000, with initial expenditure of about \$1,000,000. The adjoining City Belt Line Railroad will give direct access to all railroads entering Tampa.

A contract has been made whereby the Lykes Bros. Steamship Co. will transfer its business to the new wharf and transit sheds, and this is said to assure 100,000 tons annually for the new company, which is headed by Clyde Perry as president.

A banking group comprising Gillet & Co., Stanley & Bissell, Inc., and Mackubin, Goodrich & Co. will arrange financing for the project.

New Company in Nashville to Build Terminal Warehouse

THE Terminal Warehousing Corporation has been organized in Nashville, Tenn., and plans to erect a reinforced concrete warehouse which, to contain 300,000 square feet of floor space, will go up at Church Street, Eleventh Avenue, Grundy Street and the Viaduct.

Backed by local experienced business men, who have opened offices for the corporation in the Cotton States Building, the firm will operate its plant as a public merchandise and household goods storage structure, which will contain also offices and display rooms for brokers and manufacturers' representatives, and pool car distribution will be a feature of the business.

A spur track 2700 feet long will be laid along Eleventh Avenue from Broadway to Johnston Avenue, thus opening up for industrial use nine blocks of street now devoted largely to residences. There will be private sidings at each block. The Louisville & Nashville and Nashville, Chattanooga & St. Louis railroads are cooperating.

The Terminal Warehousing Corporation is headed by E. T. Noel as president, with J. O. Swingle and J. H. Noel as vice-presidents, and L. H. Little as secretary and treasurer. The directors are the foregoing and C. A. Martin, W. J. Fitts and Edward Potter, Jr.

The financing is being done by the Commerce Union Bank.

Tacoma Company Changes Name

Announcement is made by Matt Newell, president of the Pacific Storage & Transfer Co., Inc., which was established in Tacoma, Wash., in 1907, that the name of the firm has been changed to the Pacific Storage Warehouse & Distributing Co. The company specializes in drying, warehousing and distribution of merchandise for manufacturers, brokers and jobbers, and it was for that reason that the new name was adopted.

New Incorporations Within the Industry

(Concluded from page 56)

\$10,000. Representative, J. W. Russell.
New York City—New Heights Storage, Inc. Warehousing and transfer. Capital, \$20,000. Principal incorporator, Oscar Marks.

Webster—Webster Cold Storage, Inc. Cold storage warehouse; to take over and expand Webster Co-Operative Cold Storage, Inc., established in 1922. Capital, 50,000 shares of preferred and 4000 shares of no par value common stock.

Ohio

Barnesville—Eastern Ohio Warehouse Co. To operate a storage and freight and merchandise haulage business. Capital, \$50,000. Incorporators, William Kennard, Gibson Bradfield, F. T. Robinson and G. E. Cooper.

Cleveland—National Fast Freight Co. General haulage and delivery of freight and merchandise. Capital, 200 shares of no par value common and \$5,000 of preferred stock. Incorporators, Louis Goldberg, N. Kaufman and Joseph Weiss.

Dayton—Ohio-Indiana Motorways, Inc. To store and transfer freight and merchandise. Capital, \$25,000. Incorporators, Orville R. Mason, Albert W. Nolte and Harry A. Nolte.

Lakewood—Rocky River Moving & Storage Co. General storage and haulage business. Capital, 10 shares of no par value stock. Incorporators, Estrid Ross, Edwin E. Ross and George C. Carpenter.

Oklahoma

Muskogee—Ward Way Transportation Co. Motor freight and transfer, etc. Capital, \$600,000. Principal incorporator, Ward Faulkner.

Pennsylvania

Philadelphia—Fairmount Storage, Hauling & Warehouse Co. Organized to do a storage warehouse and transfer business. Ronald Senne heads the company.

Tennessee

Chattanooga—Security Transfer & Storage Co. Capital, \$10,000. Incorporators, John M. Yarbrough, R. K. Smith, T. T. Rankin, F. B. Frazier and Joseph B. Roberts.

Texas

Dallas—Southwest Ice Co. Cold storage warehouse and ice plant. Capital not stated. Principal incorporator, H. T. Ray.

Virginia

Waverly—East Coast Ice Co. Cold storage warehouse and ice plant. Capital not stated. Incorporators, Lloyd C. Pulley and Frank P. Pulley, Jr.

Wisconsin

Madison—City Transfer & Storage Co. Storage and transfer of household goods. Capitalization, 100 shares of no par value stock. Incorporators, W. R. Curkeet, H. F. Crawford and T. G. Lewis.

Madison—Monona Storage Co. Capital not stated. Incorporators, Philip F. La Follette, Glenn D. Roberts and B. A. Bjelde.